COMMUNICATION ECONOMICS ORGANIZATION

16-18 June 2023 - USA

6th PROCEEDINGS BOOK

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EDITORS

Assoc. Prof. Dr. Muhammad Ali Tarar

Leonora BRUÇAJ, PhD. Cand.

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International CEO

(Communication, Economics, Organization)

Social Sciences Congress

PROCEEDINGS E-BOOK

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International CEO

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Presentation

We are delighted to introduce **Acacia University, Sekolah Tinggi Manajemen IPMI (IPMI - International Business School), Mohanlal Sukhadia 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, Insec, NCM Publishing, CEO Tekmer, Universitas Bhayangkara, Knowledge Laboratory and Ostim Technical University** served as the vehicle of dissemination for a showpiece of articles at the **International CEO** (**C**ommunication, **E**conomics, **O**rganization) **Social Sciences Congress** (CEO SSC 2023, **Arizona, USA**) that was held online on June 16-18, 2023. 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 & Indonesian. With the participation and contributions of academics from ***31 countries: Albania, Argentina, Azerbaijan, Bangladesh, Belarus, Bosnia and Herzegovina, Canada, Cuba, Ethiopia, Hungary, India, Indonesia, Iran, Ireland, Kosovo, Kyrgyzstan, New Zeland, Pakistan, Palestine, Philippines, Poland, Portugal, Romania, Russia, Spain, Thailand, TRNC, Türkiye, Ukraine, USA, Uzbekistan.*** It is a great privilege for us to present the Proceedings Book of **CEO SSC 2023** 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 **141 different institutions or universities**. The 3 days long conference gathered close to **464 national and international attendees** to enliven a constellation of contributions. **89** papers of the **274** papers approved to present at the congress are outside of Türkiye. **68% of the papers presented at the congress are from outside Türkiye.** 6 awards were issued to distinguished papers, and a total of **274 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

16-18 Haziran 2023 tarihlerinde "**6. Uluslararası CEO İletişim, Ekonomi ve Organizasyon Sosyal Bilimler Kongresi**" **Acacia University** ev sahipliğinde **Amerika**'nın Arziona eyaletinde, **IPMI Uluslararası İşletme Okulu,** Mohanlal Sukhadia University**, Samarkand Branch of Tashkent University of Economics,** International Vision University**, Alfred Nobel University,** International Gorazde University**, Nişantaşı Üniversitesi,** University of Prizren**, Cyprus West University,** Insec**, NCM Publishing,** CEO Tekmer**, Universitas Bhayangkara,** Knowledge Laboratory ve **Ostim Teknik Üniversitesi** iş birliği ile **online ve fiziki katılımlar** ile gerçekleşmiştir.

Kongremizde ***Arnavutluk, Arjantin, Azerbaycan, Bangladeş, Beyaz Rusya, Bosna Hersek, Kanada, Küba, Etiyopya, Macaristan, Hindistan, Endonezya, İran, İrlanda, Kosova, Kırgızistan, Yeni Zelanda, Pakistan, Filistin, Filipinler, Polonya, Portekiz, Romanya, Rusya, İspanya, Tayland, KKTC, Türkiye, Ukrayna, ABD, Özbekistan*** gibi **31 ülkeden ve 141** kurum/üniversiteden **464 akademisyen** tarafından hazırlanan **274 bildiri** sunulmuştur.

Kongremize **343** bildiri özeti gönderilmiş, editör ve hakem süreçlerinden sonra bunlardan 308 tanesi sözlü sunuma kabul edilmiş, ancak **44 oturumda 274 bildirinin sunumu** gerçekleşmiştir. Sunulan bildirilerin tam metinleri, **978-625-99157-0-8** ISBN'li bu e kitapta yayımlanmaktadır. Belirtilen tarihe kadar **kongre sitesine yüklenen tam metin bildiriler** ise, **yazarın tercihine, editör ve hakemlerin değerlendirmelerine göre** tam metin bildiri kitabında **bildiri** olarak, edit kitapta **kitap bölümü** olarak veya web sitesinde belirtilen dergilerde **makale** olarak yayımlanma fırsatına sahiptir. Yazarlar, tercihleri ile ilgili çalışmasının tam metnini **ceocongress.info@gmail.com** adresine mutlaka göndermelilerdir.

Kongrede sunulan 274 bilidirinin 185'i yurt dışındandır. Yayınlanan **bildirilerin %68'i Türkiye dışındandır. Önceki Uluslararası CEO Kongre'lerde olduğu gibi 6. Uluslararası CEO Kongre'de de hem bildiri özet kitabında hem de tam metin kitabında yabancı oranı %50'den fazladır.**

Okumakta olduğunuz tam metin kitabında **yayınlanan tam metinlerin ise %60'ı Türkiye dışındandır** (99 yabancı, 66 Türkiye'den)**.**

Onaylı ve yayınlanan **274 bildiriden üçü Türkiye'den ve üçü yurt dışından olmak üzere altısına en iyi bildiri ödülü duyurulmuştur.**

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 2023** 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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1. Yeşil Entelektüel Sermaye Ölçeğinin Türkçe'ye Uyarlanması ve Türk İmalat İşletmelerinin Yeşil Entelektüel Sermaye Olgunluk Düzeylerinin Belirlenmesi - **Prof. Dr. Ali ERBAŞI**
2. Harmonization Process of Turkey's Waste Management with European Union: An Econometric Analysis - **Dr. Nadira SEYIDOVA, Asst. Prof. Dr. İmren ALAKUŞ, Assoc. Prof. Dr. Esengül SALİHOĞLU**
3. Katılım Bankacılığında Dijital Dönüşüm - **Öğr. Gör. Murat ER, Dr. Öğr. Üyesi Hülya ER, Prof. Dr. Remzi ALTUNIŞIK**

Outside Türkiye

4. Digital Banks' Financial Ratios Reveal The Impact of Financial Inclusions Business Model on the Banking Sector in Indonesia - **Ms. Lindawati Octaviani TAN, Prof. Dr. Ms. Wiwiek Mardawiyah DARYANTO**
5. Gender and Power: A Focused Group Discussion - **Dr. Rey TY**
6. The Influence of Price, Product Quality, Accessibility and Health Consciousness as a Moderating Variable on Buying Intention: Evident of Small Packaging Mixed Flour XYZ at PT. X - **Lena Nur AULANA, Aman WIRAKARTAKUSUMAH, Amelia Naim INDRAJAYA**

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Gender and Power: A Focused Group Discussion

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ABSTRACT

Notwithstanding the advancement made in gender equality, women still face challenges in society, principally in terms of power dynamics. Women frequently face discrimination. The purpose of this paper is to explore the factors that contribute to women's empowerment and how these factors can be reinforced to advance gender equality. This article responds to the following research questions: 1) What are the factors that contribute to women's empowerment? 2) How do power dynamics impact women's empowerment? 3) What strategies can be executed to promote women's empowerment? This study examines prior research on gender and power dynamics, including the challenges faced by women and the impact of gender discrimination and harassment. This paper uses a qualitative research design, specifically a focused group discussion. The data collected were analyzed utilizing thematic analysis with a view to categorize common themes and patterns. The findings of this work provide insights into the factors that contribute to women's empowerment with a view to promote gender equality. This article contributes to the prevailing literature on gender and power dynamics, offering practical recommendations for promoting women's empowerment. The findings of this research is germane to employers, decision makers, and women's advocacy groups.

Keywords: Gender, Power, Women's Empowerment

1. CHAPTER 1 – INTRODUCTION

1.1 Statement of the Problem

Despite progress in gender equality, women still face countless challenges. These challenges include oppression and power dynamics in relation to men as well as in the larger social context. The social contexts include, among others, the household, academic institutions, places of worship, and the workplace. There is clearly a relationship between gender and power.

1.2 Research Questions

Based on the foregoing problem statement, this article responded to the following queries:

1.2.1 What are sources of power?

1.2.2 What are the factors that contribute to empowerment?

1.2.3 What strategies can be implemented to promote empowerment?

1.3. Purpose of the Study

In response to the research questions stated above, the purpose of this article was to expound on the sources of power, identify the factors the promote empowerment, and lay down strategies against oppression and for empowerment.

2. CHAPTER 2 – LITERATURE REVIEW

Note that social norms about gender roles are changing rapidly in societies in many parts of the world, while there are others that resist change. This article dealt with concepts and themes explored in previous research on gender, power dynamics, and factors that contribute to oppression and empowerment. They include studies in anthropology, law, political science, and public medicine. These pieces of prior literature dealt with the following in alphabetical order: education, equality, gender, hegemony, human agency, oppression, patriarchy, power, power dynamics, privilege, social justice, structural constraints. These concepts were woven to form a storyline regarding the use of human agency to veer away from the structural constraints of oppression to empowerment. Political economy ties everything together: interweaving the economy, politics, and culture (Polanyi, 2001). See Figure 1 below.

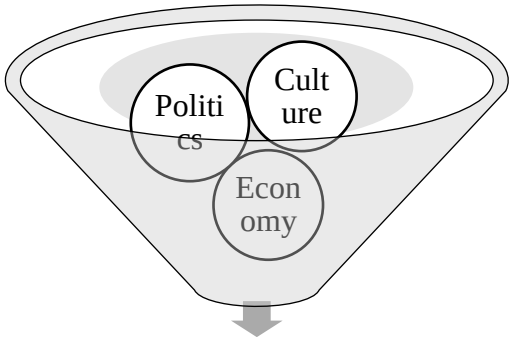

Figure 1: Political Economy as the Overarching Framework
Source: Author of This Article

For this paper, sex refers to the biological differences in chromosomes, while gender relates to the expected social roles of women and men in different points in time in each society. Structures and agency are twins. Structural constraints impede the equality of the status between women and men. They include class status, culture, gender roles, hegemony, patriarchy, privilege, and power dynamics. Human agency can be utilized to advance the equality of the status between women and men, as a result of which, gender empowerment, gender justice, and social justice are promoted (World Bank, 2014).

By gender is mean the social construction of the expected comportment, roles, characteristics, and actions that are considered proper for women and men in a given time or historical context and space or social context (Jewkes et al., 2015). For example, women are expected to be caring and emotive, whereas men are projected to be breadwinners who are fearless and without feeling. Patriarchy refers to institutions and unequal system of relations in society wherein male persons hold primary economic, political, ideological, cultural, social, moral authority, privilege, dominance, control, and power over women (Guy-Evans, 2023). To illustrate, women are paid less than men for equal work and men overwhelmingly hold more leadership positions than women. In short, it is a systemic gender oppression marked by the practice and culture that promotes comprehensive material and e male dominance (API.gov, 2023; Guy-Evans, 2023). In general, culture means the attitudes, behaviors, beliefs, customs, expected roles, traditions, values, and material objects related to one group or one society in different points in time.

Though societies in the world are changing, men in general still have the hegemonic position of privilege and power. Hegemony is defined as the dominance of one group, in this case, men, over another, in this case, women, through long-held practice and traditional culture of patriarchy. By privilege is meant the entitlements and advantageous positions that men possess on the basis of their sex and expected gender roles in society. Power means the capacity to impact on, stimulate, or regulate the conduct of others, ranging from encouragement to the use of brute power. Be power dynamics we mean the ways wherein power is distributed and exercised between the sexes and the expected gender roles in society.

Under patriarchy, women experience oppression in the economic, political, cultural, normative, and discursive realms. As a result, these systemic restraints and structures hinder the full development of women. They are systematically oppressed, sidelined, subjugated, and deprived, and underprivileged. Therefore, patriarchy and the resultant gender inequality need to be addressed so that social justice can be attained (Fal-Dutra Santos, 2019).

In general, the power dynamics in society is such that the oppression of women is linked directly to the privilege and power of men. In addition, the class, color, and other social statuses of women likely affect the status of women. Social status refers to the rank that a person holds in relation to others in society, with the corresponding responsibilities and rights. (APA, 2023). Class status refers to the economic position one holds in terms of type of profession and level of income, for instance, landlords, peasants, workers, or capitalists. Other statuses that a person can have include, minority or majority, color, rural or urban, and the like. Thus, women with complex intersectional identities can experience multiple oppression (Crenshaw, 1991, 1996, 2023).

Gender-transformative actions are needed to advance gender justice (Meyers, 2002). By gender justice is meant the equality and equity of women and men in all fields of human endeavor, where women and men jointly take part on equal terms in envisioning, formulating, and implementing policies, processes, and decision making which affect society. The purpose of gender justice is to address both the institutionalized and systemic causes of the marginalization of women with a view to usher in a society in which discrimination is eliminated and all have equal access to economic prospects, material resources, and rule-making power. By overcoming constraints in the social system and social structures, privileges are transformed into rights (ECLA, 2020). Education, training, mentorship, consciousness raising, and networking not only of and among women but equally importantly of men and among the sexes are necessary to promote gender equality (Karam, 2023). Clearly, gender, justice, and empowerment are directly related (Fielding-Miller et al., 2020). For an integrated summary of the literature above, see Figure 2 below.

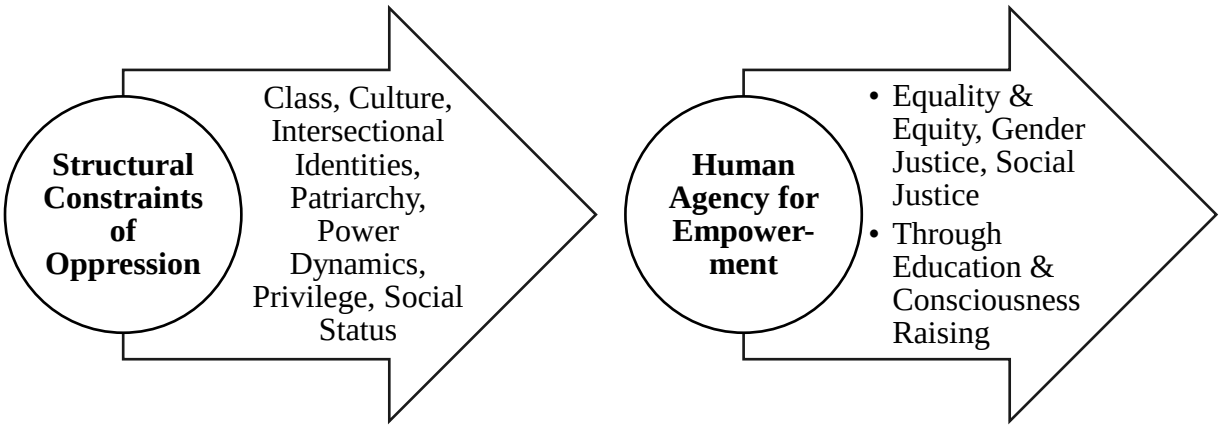

Figure 2: From Structural Constraints of Oppression to Human Agency of Empowerment

Source: Author of This Article

3. CHAPTER 3 – METHODOLOGY

This paper used a qualitative research design. The research philosophy for this paper was based on the material conditions about which participants engaged in an interpretivist exercise. The research paradigm was social constructivist, as the people involved in this exercise took part in developing their ideas, based upon their lived experiences. For this reason, the research approach was dialectical, according to which the objective social reality and experiences of the people who were involved in the exercise shared their subjective reflections and ideas on the structural constraints on gender roles as well as on the capacity of human agency for social transformation of gender roles. The research collaborators were from diverse cultural, national, professional, and religious backgrounds.

The research site was a village in the countryside in northern Thailand. The population of this research included the residents of northern Thailand. The qualitative sampling was non-random purposive, and convenience sampling, based on those who volunteered to join and participate in this event. The research data collection methods included plenary workshop, focused group

discussions (FGD), and share-pair dialogue, which were the sources of data that served as inputs for this article. The time horizon was limited to a one-day whole-day activity.

The unit of analysis of this research comprised the data gathered from individuals about their viewpoints regarding gender roles in the family, community, and their professions in the society at large. The levels of analysis included 1) micro-level: the individual participants, 2) meso-level: their relationship with the community and their professions, and 3) macro-level: the society at large.

Data analysis was based on data coding, data organization, categorization, and thematic analysis. As a co-producer of knowledge, the author of this article interpreted the data from the activities from his own perspective. Data interpretation led to the development of a storyline. Member checking and triangulation of different materials were the sources of the credibility and confirmability of the findings. Note, however, that significant as the findings were, this research did not make claims regarding the transferability of the implications of the study to other contexts, as the sources of data are from a limited number of people with a limited diversity of backgrounds. The website of the retreat center, personal notes, photographed documentation of the event notes, debriefing, and publicly published reflections were used for triangulation of data. Consistency of the findings was based upon the documented process and saturation of the data. As for ethics, all participants to the event were unnamed in order to ensure their anonymity and to protect their privacy. See Figure 3 below.

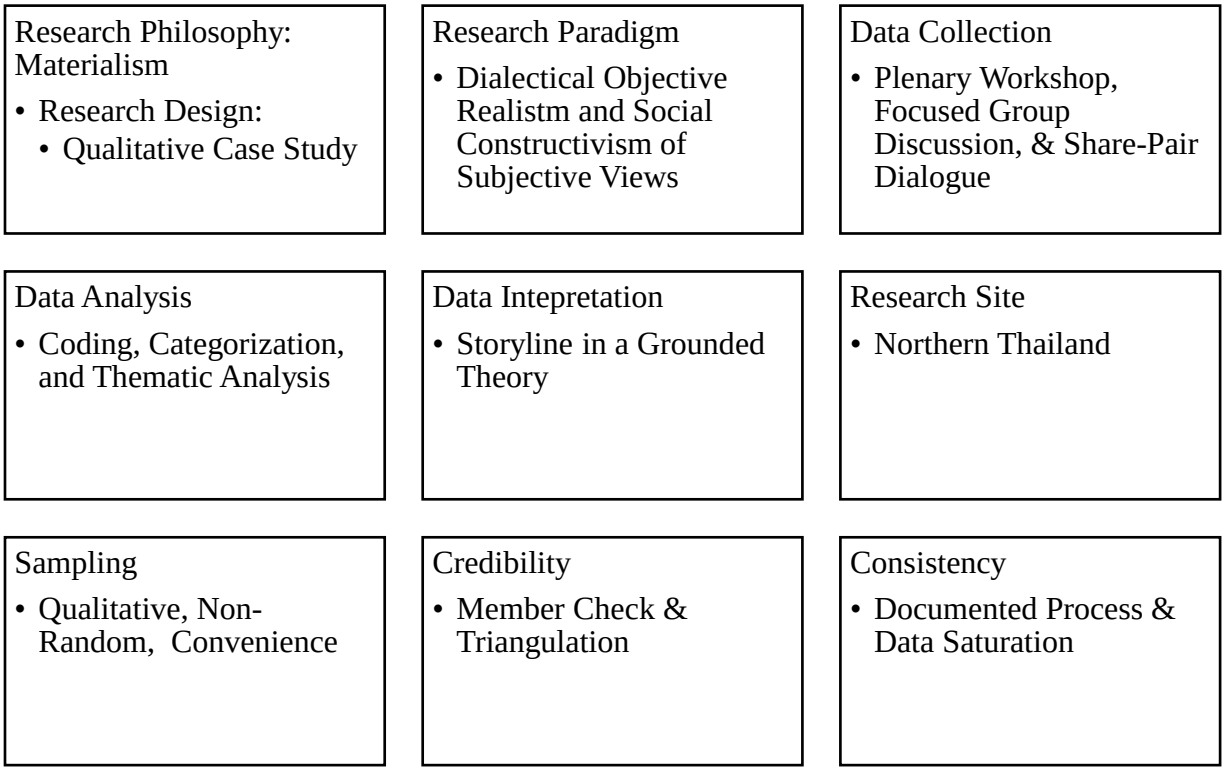

Figure 3: Research Methodology of This Research

Source: Author of This Article

4. CHAPTER 4 – FINDINGS

4.1 What Are the Sources of Power?

To respond to this query, basic information about the focused group discussion was documented here. The event from which the data for this article was culled was the workshop on anti-oppression. It took place in a retreat center in a remote village in northern Thailand. The activities took place for one whole day on Tuesday, February 7, 2023. The activities included plenary workshop discussions, focused group discussion, and rotating share-pair with different partners throughout the day. All in all, there were eight international participants, one Thai facilitator, and local staff members: one who served as the driver of the van that shuttled everyone roundtrip from the university to the site of the event as well as the in-house kitchen staff members who prepared the meals for the whole day at the venue in the village. See Table 1 below:

Table-1: Participants in the Gender and Power Focused Group Discussion

Number of Participants	Countries of Origin	Biological Sex
1	India	F
2	Myanmar	M x 2
1	Philippines	F
1	Philippines	M
1	Thailand	F
1	Thailand	M
1	U.S.A.	F
1	U.S.A.	M
1	Vietnam	F
Total: 10	**Total: 6 Countries**	**F = 5; M = 5**

Source: Author of This Article

The program was integrative, as it seeks to situate the individual in the larger social context for the purpose of bringing about social transformation. The members of this group were composed of women and men who were of diverse national, cultural, and religious heritage and origins. The facilitator of this gathering was a Buddhist feminist activist. For this round of activities, her was grounded in the core values of feminism and social activism. These principles are enacted through mutual respect, diversity, consultation, community building. power sharing, structural violence as the root cause of social problems, unlearning internalized patriarchy, experiential learning, simplicity, as well as the linkage between personal practice and social change.

The sharing of ideas during the plenary workshop revealed that there are several steps in anti-oppression as well as for empowerment. The first step is self-awareness. The second step is diverse and inclusive groups working together. The third step is social transformation. The group engaged in an exercise in power analysis. Power analysis was conducted among individuals, including examining the positionality of marginalized groups. Participants noted that power plays a dual role, as it can be both a source of discord as well as the basis of transformation. During the whole-day event, participants identified the sources of power that I we, individuals, groups, institutions, states, and corporations possess.

Personal power is based upon one's position in three realms. The first is one's position in the family and clan. The second is one's position in the community, which includes residence, religion, and volunteer work. The third is one's position in one's profession, livelihood, associations, and organizations. Each person had very different positionality in the family, community, and society at large. For instance, one participant had zero power in the family, high level of power in the community for volunteer service, and almost zero power in the place of work. Another person had the opposite levels of power in these three spheres of human endeavor.

From the lively sharing of ideas in the plenum, the sources of oppression and power were identified. They are two sides of the same coin. Access to them or having the socially preferred attributes increases one's power. Denied access to them or not having the socially preferred attributes increases one's oppression These sources include in alphabetical order the following: abilities, age, class, color, culture, education, ethnicity, experiences, gender, information access, institutions, intelligence, knowledge, networks, positions, race, relationships, sex, skills, and weapons possession. Organized differently, sources of power include access to decision-making positions, access to opportunities, access to resources, economic independence, educational attainment, knowledge base, networks, and social influence.

4.2 What Are the Factors that Contribute to Empowerment?

Power and oppression go together, but in opposite directions. The power relates to the underlying elements, conditions, and influences. Power can be either restraining or liberating. Accepting structural constraints or using human agency to overcome them affect our choices, decisions, freedom, health, liberty, life, opportunities, plans, rights, security, status, and wealth. The participants agreed that they do not have to accept structural constraints. Rather, they have the human agency for social change. With human agency, people can overcome constraints, difficulties, fears, hegemony, impediments, injustices, structures, and violence.

4.3 What Strategies Can be Implemented to Promote Empowerment?

Empowerment refers to intentional actions. Based on the results of the one-day focused group discussion, there are several factors that promote empowerment. They include advocacy, coaching, collaboration, education, engagement, gender mainstreaming in organizations, leadership development, mentoring, providing safe and inclusive work space, recognition,

representation, rewards, supportive culture, supportive policies, teamwork, and training. Empowerment comes in three forms: power over, power sharing, and power within. We need to have power over cultural constraints, meaning making, and patriarchy. We need to practice power sharing: community building; partnership, as well as supporting and helping others. To have power within, we need to have acceptance, assurance, confidence, courage, creativity, faith, flexibility, gratitude, hope, inner strength, integrity, joy, laughter, patience, resilience, understanding, and wisdom. See Figure 4 below.

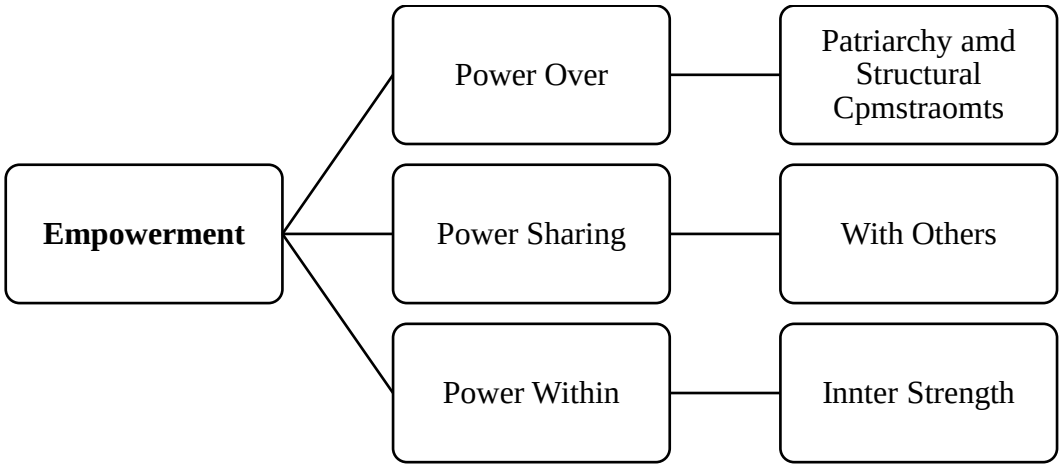

Figure 4: Grounded Theory of Empowerment

Source: Author of This Article based on the FGD Output

CONCLUSION

In summary, empowerment is not only for women or men. Empowerment is for all. In summary, this paper identified 1) the sources of power, 2) factors that promote empowerment, and 3) strategies for empowerment. This paper addressed the importance of studying gender and empowerment in today's world. It explored the implications of actions that promote gender empowerment in society. It provided actionable points in the form of strategies for social intervention that yields gender empowerment in different contexts. This research highlights the data outcomes that structural constraints and human agency that links gender and power.

There are some key lessons learned from the focused group discussion. One, offer an inclusive forum in which women and men of diverse backgrounds can interrelate with one another in the spirit of mutual respect, mutual understanding, and mutual benefit. Two, afford time and a venue in which personal reflection and growth can flourish in a supportive atmosphere. Three, increase knowledge, skills, and values that encourage work for positive social change; Four, shape a caring community from diverse and intersectional backgrounds with a shared commitment to construct positive social change.

Who cares about gender empowerment? This topic is significant to individuals, both women and men, communities, and whole societies. This article explored the economic, political, and cultural impact of gender oppression and the advantages of gender empowerment. It engendered the cognizance of gender empowerment and nurtured a sense of urgency in the necessity to address gender discrepancies.

So what? In this research, there are implications to several stakeholders. The paper scrutinized views about gender relations in society which contribute to our comprehension of gender and power, underscoring their impact on individuals, the community, and society at large.

Now what? Going beyond merely the conceptual level, this paper shed light on the tasks that need to be done in order to promote gender empowerment. Individuals, activists, community organizers, educators, organizations, policy makers, trainers can play pro-active roles in consciousness raising with a view to stimulate actions that advance gender empowerment. As this research relied on a few research collaborators, therefore there are still gaps in the production of knowledge that can be filled. Other researchers and scholars can gather more co-producers of knowledge either for deeper insights from qualitative findings or more generalizable inferences from quantitative research that relies on meta datasets. Step by step, we are committed to continuing our efforts for collaborative efforts with the purpose of achieving meaningful transformation of society that promotes gender empowerment.

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The Right To Legislative Initiative Of Members Of The Parliaments Of Belarus And Poland: A Comparative Legal Analysis

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ABSTRACT

Goal – to analyze the key points of the right to legislative initiative of members of the Parliaments of Belarus and Poland 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 the article a number of progressive characteristics of the right to legislative initiative of Polish and Belarusian parliamentarians 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 to legislative initiative of the 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: the right to legislative initiative of members of Parliament, Belarus, Poland, EU, comparative legal analysis.
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INTRODUCTION

A significant area in the group of parliamentarians' rights related to their activities within the framework of the legislative body is the right to legislative initiative, which was vividly characterized back in 1913 by professor of the Imperial Yuryev University L.A. Schalland, who, arguing about the importance of the powers of some officials, noted that "... the granting of any special rights to the holders of the legislative function can only be justified by the recognition of this function as the prevailing value among others" (Shalland, 1913).

1. THE MAIN PART

As a rule, in any developed state, in its most general form, the content of a deputy's right to legislative initiative includes three elements:

1) the possibility of a deputy to submit to the representative body a draft decision (law) of this body or a proposal to change one or another decision of the representative body;

2) the possibility of the deputy to demand from the leadership of the representative body to include a draft decision or rule-making proposal in the agenda or to submit a reasoned refusal based on the relevant norms;

3) the possibility of a deputy to apply to authorized bodies for the protection of violated rights (Nudnenko, 2004).

This right in the Republic of Belarus is realized through the submission by a deputy of the House of Representatives to the lower house of the Parliament of draft laws and resolutions of the House of Representatives and amendments to them, except for the cases established by the Constitution of the Republic of Belarus. This right can be exercised by deputies of the House of Representatives both individually and collectively.

It should be noted that the Law of the Republic of Belarus of July 17, 2018 "On Normative Legal Acts" contains a concept similar to the term under consideration: a rule-making initiative, which in the said act means the official introduction by the subject of a rule-making initiative into the rule-making body (official) of the project a normative legal act or a motivated proposal on the need for adoption (publication), amendment, official interpretation, suspension, renewal, extension and termination of the normative legal act (its structural elements).These categories cannot be considered equivalent due to the incommensurability of their semantic volume. In this regard, G.A. Vasilevich, commenting on these terms, notes: “Comparing the content of the concepts studied in the law - legislative initiative and norm-setting initiative - one can note the difference not only in the types of projects (law or other normative act), the bodies to which the project is introduced (Parliament or another body), but also in the fact that a rule-making initiative can be expressed not only in the form of submission to the relevant body (official) of a draft, but also a motivated proposal on the need for adoption (publication), amendment, addition, interpretation, suspension, invalidation, cancellation normative legal act or part of it ”(Vasilevich, 2003).

Since “the concept of the subject of law-making encompasses both the highest representative bodies of state power and the people themselves, which, through a nationwide vote (referendum) in the manner prescribed by law, adopts normative legal acts that have the highest legal force” (Kondratovich, 1995), we note that in the Republic of Belarus, in addition

to the deputies of the House of Representatives, the right of legislative initiative belongs to the President, the Council of the Republic, the Government, as well as to citizens who have the right to vote, in the amount of at least 50 thousand people, and is exercised in the House of Representatives.Nevertheless, on the grounds that "the circle of subjects of the law of legislative initiative cannot be unlimited" (Kondratovich, 1995), the list of these persons is strictly defined by the Constitution of the Belarusian state. State and public bodies that do not have the right to legislative initiative, or individual citizens may submit draft laws to the House of Representatives through bodies and persons who are subjects of the right to legislative initiative. In our opinion, this circumstance, although it has a limiting nature, is quite justified, since the creation of laws is a rather complex process, the final results of which significantly affect the most significant social relations that arise in society and the state.

On this basis, in the Republic of Belarus, any subject of the right of legislative initiative that has introduced a draft law (of course, including a deputy of the House of Representatives) or his authorized representative has the right to take part in the work on the draft law in the House of Representatives and the Council of the Republic. In accordance with the procedure established by the Rules of Procedure of the Council of the Republic of the National Assembly, the subject of the right of legislative initiative that introduced the draft law, or his authorized representative, must attend meetings of the Council of the Republic, standing committees of the Council of the Republic when considering this draft law, as well as participate in its discussion, provide explanations on individual its provisions.In the event that amendments and (or) additions are introduced into the draft law in the House of Representatives, with the exception of amendments and (or) additions that are of a technical nature, this draft law must be coordinated with the subject of the legislative initiative that introduced it.

Within the framework of this study, we also find it interesting and to some extent applicable the experience of legal consolidation of the right of legislative initiative in a number of developed states, in the practice of which "the right of legislative initiative vested in deputies is often limited by conditions such as the collective procedure for submitting legislative proposals, special conditions of consideration financial bills.In Japan, for example, a bill goes to hearings if it is submitted by at least ten members of the House of Councilors or 20 deputies from the House of Representatives (Aranovsky, 1999). In order to avoid oversaturation of the legislative process in Parliament with minor issues, the Rules of Procedure of the German Bundestag established a rule according to which materials submitted to the Bundestag by members of the German Parliament must be signed by one of the factions or 5% of the members.

In the Republic of Belarus, such restrictions are not provided, although such a need, in our opinion, exists. In accordance with national legislation, the introduction of a bill to the House of Representatives, the adoption of which may result in a reduction in public funds, the creation or increase of expenditures can be carried out only with the consent of the President of the Republic of Belarusor on his behalf - the Government. In this regard, in our opinion, in order to reduce probability of an unconsidered introduction of such important bills for society and the state, it would be advisable for the deputies - the initiators of the bills - to enlist the support of their colleagues, for example, at least 10% of the composition of the House of Representatives. Thus, already at this stage it is possible to find out to what extent this draft

law is “through passage, and the subjects of the right of legislative initiative are more balanced in their attitude to such draft laws. Due to the fact that the Constitution of the Republic of Belarus defines one deputy as a subject of the right of legislative initiative, we believe that compliance with such a rule should be voluntary.

In addition, in the short term, in Belarus “it is necessary to learn to formulate laws sufficiently clearly in order to allow interested parties - with the help of legal advice, if necessary - to foresee, with a reasonable degree of certainty for the given circumstances, the consequences that a particular action may entail”(Vasilevich, 2006).

Due to the fact that the main activity of parliamentarians is law-making, in our opinion, it would be useful in the basic Law to provide these persons with the right, due to their insufficient legal, economic or philological training, to apply for help in the development of draft laws to the National Center for Legislation and legal research of the Republic of Belarus and / or the Secretariat of the House of Parliament (in the Secretariat, we believe, it is permissible to create an appropriate group of specialists engaged in the development of draft laws by order of parliamentarians).This measure is due to the need for the Belarusian people's choice to submit to the Chamber for consideration at the present stage, as well as quite mature and balanced from the point of view of economic feasibility and legal technique of the bill. In our opinion, this measure will significantly reduce the number of unverified bills subject to substantial revision, which are now quite often submitted for consideration to the House of Parliament. In light of the above, we believe that the opinion of the famous Russian pre-revolutionary legal scholar P.I. Novgorodtsev, who back in 1914 wrote that “only a small group of specialists familiar with the technique of legislative affairs can draw up a completed bill. … The art of legislative technique and the possession of special legal knowledge is always the property of a few persons” (Novgorodtsev, 1914).

As for the subjects of the law of legislative initiative in the Republic of Poland, their list and procedure for the implementation of this right, fixed in the legislation of the Polish state, in comparison with the Belarusian legal consolidation differs insignificantly. Thus, the legislative initiative in Poland, in addition to the Seim deputies (parliamentary bills can be introduced both by the Seim commissions and at least 15 deputies signing the draft), also belongs to the Council of Ministers [as a rule, the majority of bills are initiated by the Seim deputies and the Polish Government] to the President and the Senate (here we emphasize that a group of members of the Senate, unlike the deputies of the Seim, does not have the right to legislative initiative). In addition, the legislative initiative belongs to a group of at least 100,000 citizens who have the right to vote to the Seim.

It is noteworthy that, unlike the deputies of the Seim of the I-III convocations at the present stage, the deputies of the Seim are not the main subjects of the law of legislative initiative in Poland (such a situation in the legislative sphere of the Polish state corresponds to the situation in countries with a stable parliamentary system, in which the share of bills , submitted by parliamentarians of the total number of all proposed bills is 15 - 20%) (Skrzydło, 2008).While, for example, according to Professor WieslavSkshydlo, 336 bills were submitted to the Seim of the 1st convocation, of which 60% were initiated by the deputies; 25% - the Council of Ministers; 8% - commissions, 3% each Senate and President. In the Seim of the II convocation, bills of deputies amounted to 45%; government bills ¬– 42%; Seimcommissions

¬– 8%; President - 3%; Senate - 2%. The Seim of the III convocation continued the tradition - bills of deputies in it amounted to 41%; government bills - 48%; Seim commissions - 7%; Senate - 2%; President - 1.5%. And only in the Seim of the IV convocation the situation changed, in which the Council of Ministers began to use its right to legislative initiative more intensively (Skrzydło, 2008).

Thus, the subjects of the law of legislative initiative, and, consequently, members of Parliament, both in the Polish and Belarusian states, exercise this right within the framework of the legislative process, regulated by the norms of the relevant national legislation.

It should be noted that, as a rule, in science, the term "law-making process" is understood as a set of successively replacing stages through which the legislative activity of the authorized state body is carried out. With this approach, four main stages of the legislative process are conventionally distinguished: legislative initiative; consideration of the project in the authorized body; adoption of a law; promulgation (Karasev, 2009). At the same time, along with the above, there is also an opinion in science that the legislative process, along with the official activities of the legislative body, also includes activities for the preparation and discussion of draft laws prior to their introduction as a legislative initiative (in such a discussion, not only legislative body, but also other state bodies and public organizations) (Karasev, 2009).

As for the legal consolidation of the procedure for the implementation of the right in question within the framework of the National Assembly of Poland, it should be noted that the Polish legislator, relying on the theoretical provisions of the existing scientific doctrine of the legislative process, in our opinion, went along a rather complicated and, at the same time, reasonable path providing for a rather time-consuming and multi-stage procedure for the implementation of the right to legislative initiative by its subjects. We believe that this circumstance is explained by the fact that the legal consequences of the implementation of this right significantly affect the most important social relations arising in the Polish society and state.

Thus, according to the rule enshrined in Article 34 of the Rules of the Seim, the Seim deputies, exercising their rights to legislative initiative individually, or members of the Senate, exercising their similar collegial right, like any other subjects of legislative initiative, submit a draft Law, submitted to the Seim, to the Marshal of this chamber in writing with the obligatory attachment of justification of the financial consequences of its execution.In addition to the financial implications of the adoption of the bill, the justification must also contain provisions that:

1) explain the necessity and purpose of the law;
2) represent the current state of affairs in the area that is subject to regulation;
3) indicate the difference between the still existing and projected legal status;
4) represent the expected social, economic, financial and legal consequences;
5) indicate the sources of financing if the draft law entails an encumbrance of the state budget or the budgets of local governments;
6) represent the most significant provisions of the drafts of the main executive acts;
7) contain a statement on the compliance of the draft law with the law of the European Union or on the degree and reasons for non-compliance with this law, or a

statement that the subject of the draft law does not apply to the law of the European Union.

Describing this most important right of Polish parliamentarians, it is important to emphasize that the Marshal of the Seim has the right to return a bill to the initiator if the justification does not meet the above requirements. And on the contrary - the initiator of the legislative procedure can withdraw the bill in the Seim before the end of the second reading of the bill.

It is noteworthy that the procedure for exercising the right of legislative initiative by members of the National Assembly of Belarus has much in common with a similar procedure enshrined in Polish legislation. So, for example, according to Article 118 of the Rules of Procedure of the House of Representatives, the right of legislative initiative is realized by the subjects of the right of legislative initiative by submitting to the House of Representatives projects:

1) laws on amendments and (or) additions to the Constitution of the Republic of Belarus;

2) laws on the interpretation of the Constitution of the Republic of Belarus and laws of the Republic of Belarus;

3) laws of the Republic of Belarus, including on amendments and (or) additions, cancellation, as well as on invalidation of laws of the Republic of Belarus, acts adopted by the Supreme Council of the Republic of Belarus and its bodies.

It should be noted that the members of the Belarusian Parliament, being subjects of the right of legislative initiative, are authorized to submit the above draft laws, like members of the National Assembly of Poland, with the obligatory attachment to these documents of a cover letter and justification for the need to adopt the draft law, including a financial and economic justification (in justification of the need for the draft law must include information on: the purpose of preparing the draft law, the subject of legal regulation of its structural elements that change the existing legal regulation; the analysis of the legislation of the Republic of Belarus and the practice of its application, legislation of foreign states, publications in the media, citizens' appeals and organizations related to the subject of legal regulation of the draft law; a comprehensive and objective forecast of the expected consequences of the adoption of the law; a list of regulatory legal acts (their structural elements), subject to invalidation, change and (or) addition, as well as development in connection with the adoption of the law (if any); a document containing information on the approval of the draft law, a number of expert opinions and other documents.

Such clear regulation of the implementation of the legislative initiative in Belarus, in our opinion, is quite justified, since it is based on high-quality legislation that meets all the requirements of legal technology and the modern socio-economic direction of the Republic of Belarus.

CONCULUSION

Thus, despite the certain complexity of the procedure for the implementation of the right to legislative initiative by members of the Polish and Belarusian Parliaments, at the same time, in both states, it is quite detailed, legal and transparent, which, in our opinion, indicates the

democratic and legal nature of the relevant legislation in the considered sphere and practice of its application.

It can be concluded that some legislative provisions that streamline relations in the field of the right to the legislative initiative of the parliamentarians are still not devoid of some gap, as well as the practice of their implementation and, therefore, they should be subjected to further scientific understanding, as well as the corresponding legislative revision in the near and medium term. We believe that the measures proposed above can to a certain extent become a catalyst for the intensification of the legislative function of parliamentarians in Belarus and in Poland at the current stage.

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Argentina 1988 – 1990: Between Hyperinflations and Structural Change Plans

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ABSTRACT

Many called Argentina the country with chronic inflation *per excellentiam* of the 20th century because, for much of the second half of this century, inflation dominated all governments and stabilization plans. Between the implementation of the "Plan Primavera" (September 1988) and the successive "Erman Plans" (1989-1990), the Argentine economy experienced two hyperinflationary episodes that caused its economic system to collapse. We propose in this article to state the inflection points that determined the hyperinflationary phases, as well as to give answers to conjectures such as whether it is necessary to encourage the imbalance in the price system by the Government to make the structural adjustments that are a starting point for economic growth. Should structural adjustments be made gradually during upswing phase of the general price level? Are these adjustments not the cause of this acceleration? Or should they be done through an unexpected shock so that economic agents must change their consumption and saving preferences? We try to answer these kinds of questions in this article.

Keywords: Argentina, Hyperinflation, Structural Changes, Economic Disequlibrium

INTRODUCTION

The first question is What was the Argentine hyperinflation in 1989?

The Argentine hyperinflation can be superficially described as a violent increase in prices, which underwent a growing acceleration until the moment when it was found to break the trend. It began in February 1989 and continued until July of that same year, when it reached its peak of 194% monthly inflation.

Hyperinflation was not a monetary phenomenon. It did not happen because the radical government issued a lot of money, because the public deficit was huge and out of control due to political measures.

Hyperinflation, on the other hand, must be explained by observing the centrality of the evolution of the dollar in those months of 1989. The profound tensions in the Argentine economic structure and its superior commercial and financial ties with the central countries converged on the dollar. This central element transfers the analysis of the crisis from a monetary approach detached from structural reality, an explanation that accounts for the dilemmas and problems that the Argentine economy faced from the serious situation bequeathed by the civic-military regime that preceded the government. democratic.

The value of the dollar in local currency suffered a strong increase throughout those six months, and the prices of goods and services tended to reproduce with increasing accuracy the increases in the foreign currency. The panorama of uncontrolled prices, which grew without being linked to the demand or the consumption capacity of the population, could not be understood without the leadership of the rapid increase in foreign currency.

So, two processes must be explained:

1) The exponential rise of the dollar during the first months of the year.
2) The bullish leadership of the foreign currency over domestic prices in an increasingly adjusted manner.

The rise in the dollar is explained by the dramatic imbalance that was generated between the supply and demand of that currency at the beginning of 1989.

This imbalance was latent during the previous years and exploded in the first weeks of February: while the supply of dollars in the exchange market became almost nil -since the traditional private providers stopped liquidating foreign currency-, the demand for the currency acquired completely excessive characteristics, since the habitual demand for dollars (to carry out commercial transactions, tourism or remittances abroad), was drastically increased by the demand for hoarding of the entire population due to the social fear generated by the spectacular devaluation of the currency local currency and the constant appreciation of the dollar.

II. INFLATION AND EXPECTATIONS

The second question is Why was this expectation generated in relation to the movement of the dollar?

It was a combination of "objective" facts (the absence of sufficient dollars in relation to the demand) and "subjective": the behavior of private actors who refused to sell the foreign currency they obtained through exports, plus the alarming rumors that circulated so much both in the media and on the street, in addition to the precautions and customs incorporated by the population in other previous exchange crises that had been repeated in the country.

But the background was deeper. A new episode of strangulation of the external sector of the economy was taking place. In these episodes, the country found that it suddenly lacked the necessary foreign exchange to import the necessary inputs to keep its productive apparatus running, or to provide the population with the usual consumer goods.

The structural bases of this strangulation can be summarized as:

- Low export capacity of the Argentine economy, given the insufficient export capacity of part of the Argentine industry and the very bad current prices of the most traditional agricultural exports. Those prices were among the lowest in the 20th century on the world market and generated an additional restriction on the already reduced level of exports. Argentina's low exportable supply – in relation to the country's foreign exchange needs – was further highlighted by the higher outlays caused by foreign debt servicing.

- Extremely high external indebtedness, caused by the neoliberal policies of the civic-military dictatorship, which not only conditioned the public accounts (diverting almost 20% of the national budget towards the payment of external commitments), but also meant an enormous mass of dollars that added to the normal demand for currencies, causing permanent upward pressure on the dollar.

- Structural weakness of the national State, both in terms of tax collection and customs control of imports and exports. This weakness led to not being able to adequately control external transactions and even less to collect the dollars corresponding to the taxes established for said operations. We must remember in this item that the imprecise numbers of the external indebtedness bequeathed by the dictatorship, were never duly investigated by the democratic government, obeying the conditions established by the IMF to proceed with the "rescue" of the Argentine debt.

III. AGENTS: RATIONAL OR ACTORS

The third question is Rational agents or political-economic actors?

Based on the assumption that the government lacked sufficient reserves to intervene and sustain the official price, the private sector began a bid that led the government to the need to introduce a band of "free dollar" in which the operations for “hoarding” were transacted, and which

quickly assumed a higher level than the official dollars for imports and exports. While the greed to buy dollars spread progressively to increasingly broad (and poorer) population strata, the country's main exporting companies (except for public ones, such as YPF and SOMISA) stopped liquidating foreign currency, which generated an exchange shortage. growing, contributing to a rapid acceleration of the rise of the “free” dollar.
Why did most exporters stop selling dollars? Conventional economic theory teaches that economic actors are rational and that they make their decisions mechanically to maximize their profits, without considering any other factors. In this case, the approach would explain that, when the exporting companies calculated that the dollar would continue to rise, they decided to wait to sell the currencies obtained abroad at the highest possible price. In this way, they contributed to an increase in the exchange imbalance, and the expected upward effect was verified.

Other interpretations, originating in the political-partisan sphere, have insisted that there was some form of conspiracy among big businessmen, which constituted a truly destabilizing political event, a "market coup."

The concentrated economic agents, aware of their power, decided to exercise it to discipline the majority political parties and impose their own rules of the game on them.

However, another explanation can be formulated. It is evident that a political and economic scenario as complex as the one existing at the beginning of 1989 cannot be built voluntarily by any economic actor unless it is all-powerful. But at the same time, the lack of foreign currency could not fail to grant power to those few social actors –a reduced oligopoly of the foreign currency supply– that could have access to dollars. Once the scenario of extreme scarcity and currency runs has been created, the power is held by whoever can supply the scarce goods. Additionally, the government was very weak after a troubled 5-year administration, in which it faced all kinds of economic, military, and political setbacks. It was not a government that could – or was willing – to confront, intimidate or condition the handful of export companies that could supply the foreign exchange. Most of the population, in general, was totally unaware of what was happening. And the big political parties were far from providing a crude and realistic explanation of the situation, since it implied the denunciation of the existing economic power.
The large exporting companies understood the power that the structural situation and the international political situation had placed in their hands, and they proceeded to pressure the political system to obtain measures in their favor, which were uprooted over the weeks following the weakened radical government.
But they achieved something even better: to condition the future government –elected in mid-May, during hyperinflation– and make them feel the capacity to generate economic and social chaos, to the extent that their demands were not adequately addressed.

IV. GENERAL PRICE LEVEL AND THE EXCHANGE RATE

The fourth question is, “Why did prices follow the dollar?

When the price of the dollar soared at the beginning of 1989, the first reaction of the companies was to calculate their prices, transferring the increases in costs caused by the rise in the dollar. But when the process sped up and became unpredictable, many companies directly set their final prices in dollars, regardless of the impact of the devaluation on costs. The danger of

decapitalization, that is, of not being able to replace the merchandise that had been sold since the new prices of the inputs exceeded the final prices of what had already been sold, generated pressure to take refuge in an accounting in dollars to avoid this evil. , although in fact it would imply a dramatic fall in the possibilities of selling the production or the goods in stock. In fact, many companies chose to close in the middle of the year, to avoid decapitalization.

V. HYPERINFLATION END

The fifth and last question is How was hyperinflation stopped?

In July 1989, hyperinflation stopped. A few weeks earlier, the slowdown in the rise of the dollar had already begun and a greater offer had appeared in the local market.

President of te Nation had to resign that month, to cede his position to the newly elected president, , who in turn ceded the Ministry of Economy to one of the main export groups in Argentina, the Bunge y Born conglomerate.

The rebranding process continued intensely that month, almost tripling the prices at the end of June. The inflationary blow was enormous in the pockets of the population, which began to recover progressively in the following months. The government managed to prevent an abrupt attempt to control hyperinflation via rigid monetary restriction from leading to widespread bankruptcy of companies and massive unemployment, but it could not stop the growing social violence and looting that began in the poorest neighborhoods of the country, which led to the resignation of the President.
Already in possession of the main economic springs, the local business elite temporarily abandoned the destabilizing strategy via dollar/prices, although two new episodes, one at the end of 1989 and the other at the beginning of 1991, had similar characteristics, although shorter.

Working Capital Management and Profitability: Evidence from Europe

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ABSTRACT

The purpose of this study is to investigate the impact of working capital management on firms' profitability. To achieve the study objective, two econometric model was developed to assess the relationship between dependent and independent variables based on the Ordinary Least Square (OLS) regression analysis. The panel data is obtained from the annual financial report of 42 non-financial listed companies on Frankfort and Oslo stock exchange over the period 2017-2021. Profitability is a dependent variable and measure by two indicators return on assets (ROA) and return on equity (ROE). WCM is independent variable and measured by five proxies; accounts payable (AP), accounts receivable (AR), cash conversion cycle (CCC), current ratio (CR) and cash holding (CH). The control variables are firm size (FS), dept to assets ratio (DTA) and debt to equity ratio (DTE). The results revealed that AR, CCC, CR have significant and positive relationship with ROA and ROE. However, AP has a negative and significant association with indicators of profitability. CH is negatively related with ROA and ROE, but the relationship is not significant in case of ROE. The finding also shows a positive and significant connection between firm size and profitability. DTA and DTE as a firm's leverage are negatively related with ROA and ROE. Overall, managers should understand how to organize and control working capital because it is necessary for the firm's profitability and performance.

Keywords: Working capital management, Profitability, Non-financial firms.

1. Introduction

Recently, the concept of working capital management (WCM) is widely accepted and achieved a great attention because it plays an important role on improving firms profitability (Baños-Caballero et al., 2012). It can also offer an efficient and adequate level of liquidity for assisting businesses to meet their short and long term financial commitments that resulted from funding their activities to maintain the firms' operations and increase their profitability (Aldubhani et al., 2022).

In addition, WCM is related to current assets and current liabilities, which contribute a significant portion of firms assets. With respect to this Raheman & Nasr (2007) argued that keeping higher levels of current assets causes the business to make unsustainable return on investments (ROI). However, with relatively low level of current assets, the companies will be more sensitive to suffer from challenges and issues, including failing quickly to manage its operations, being unable to satisfy short-term financial liabilities, and being more exposed to liquidity risk (Aldubhani et al., 2022 & Van Horne & Wachowicz, 2000). Hence, firms can improve profitability and provide investors with added value by creating an acceptable policy for working capital (Nguyen et al., 2020). This means that WCM has a significant impact on the operational productivity of a firms-controlled assets, solvency, profitability, and eventually the overall value of the organization. To achieve the ideal level of working capital management, companies therefore seek to manage the risks and profits that associated with making an investment in current assets (Tsagem et al., 2015).

Further, working capital involves important components, such as, accounts payable, accounts receivable, cash conversion efficiency, cash conversion efficiency, inventory management and cash holding for firm's everyday activities (Gill & Biger, 2013; Isshaq et al., 2009). The importance of these elements can be highlighted by the structure of connection among the cost and method of assets financing, as non- fixed assets that are typically supported through short-term financing (Aldubhani et al., 2022). Additionally, net working capital (NWC) can be seen as the differences between current assets and current obligations (Karaduman et al., 2010) and if funded from long-term financing, it will rise the costs and responsibilities and has an adverse effect on profitability (Subramanyam, 2014). However, the recent COVID-19 outbreak have shown a lack of liquidity and credit constraints which can be comparable to those that experienced before and after financial crisis of 2007 (Aldubhani et al., 2022). This established WCM as a motivating factor for manufacturing companies' performance, where the firms should offer the required liquidity to fund their activities through regular funding (Effective Working Capital Management) and short-term financing as well (Enqvist et al., 2014). Hence, working capital can be viewed as the firm's heart and one of the most important variables that related to the sustainability of the firm's operation. Thus, efficient working capital management (EWCM) is a required process to accomplish the firm's objective.

Several researches have investigated the association between WCM and profitability, such as (Aldubhani et al., 2022; Alvarez et al., 2020; Amponsah-Kwatiah & Asiamah, 2020; Enqvist et al., 2014; Gonçalves et al., 2018; Karaduman et al., 2010; Laghari & Chengang, 2019; Mun & Jang, 2015 & Tsagem et al., 2015). However, none of them have focused on European countries and specifically non-financial firms. Although Germany and Norway have obtained a grate

development in manufacturing sector for many years, and can be seen as two industrialized countries, this paper aimed to explore how the elements of WCM (accounts payable (AP), accounts receivable (AR), cash conversion cycle (CCC), cash holding (CH) and liquidity (LIQ)) influence the profitability of listed non-financial firms on Frankfort and Oslo stock exchange that is proxied by return on assets (ROA) and return on equity (ROE).
The next part focuses on the study objective and section three reviews various related literature and develop the hypothesis. Material and method are explained in section four, while empirical analysis and discussion will be presented in section five. Lastly, sixth section shows conclusion and recommendation.

2. Study Objectives

The main goal of this paper is to investigate the effect of working capital management (WCM) on profitability of listed non-financial firms on Frankfort and Oslo stock exchange and the special study aims are listed below:
1. To explore the impact of account payable (AP), accounts receivable (AR), cash conversion cycle (CCC), cash holding (CH) and liquidity (LIQ) on return on assets (ROA) as a measurement of profitability of non-financial firms that listed on Frankfort and Oslo stock exchange.
2. To explore the impact of account payable (AP), accounts receivable (AR), cash conversion cycle (CCC), cash holding (CH) and liquidity (LIQ) on return on equity (ROE) as a measurement of profitability of non-financial firms that listed on Frankfort and Oslo stock exchange.

3. Reviewing prior studies and hypothesis development

Working Capital Management (WCM) can be considered as a theory to determine the ideal level of inventories, cash, liquidity, and debtors and also to fund this level via current obligations at the absolute rate in order to satisfy the firms daily activities (Brigham & Houston, 2009). Firms should understand how to control and maintain quick assets because there is a distinction in controlling each of its essential components, where effective management of every aspect has a direct impact on a company's profitability (Ehrhardt & Brigham, 2011).

3.1 Accounts Receivable and Profitability

The average time needed to turn a company's accounts receivable into cash after sales is referred to the average period of collection. It is determined by dividing receivable to the typical daily credit sales (Ponsian et al., 2014). Thus, it can be used to measure the relationship between receivable and flowing cash. Choosing the firm’s credit strategy is the first step in managing accounts receivable (Aldubhani et al., 2022). However, the firms should have a process in place to check the application and compliance of credit terms. It is frequently necessary to take corrective action with regard to particular credit strategies, and having an effective receivable monitoring system is a way to determine whether the condition is appropriate and under supervision and control (Ehrhardt & Brigham, 2011). From the previous literature, Alvarez et al. (2020), Amponsah-Kwatiah & Asiamah (2020), Jakpar et al. (2017) & Sharma & Kumar

(2011) found a positive association between accounts receivable and company's profitability. However, Bieniasz & Gołaś (2011) & Enqvist et al. (2014) claimed a negative relationship between account receivable and profitability. They are also concluded that reduction in the number of days receivable to collect money from debtors would result in an improvement in profitability. Therefore, the first hypothesis is developed as follow:

H1: There is a negative connection between receivable conversion cycle with ROA and ROE

3.2 Accounts Payable and Profitability

The payment cycle can be explained by average of time between the purchasing raw materials and cash payment (Ponsian et al., 2014). The accounts payable involves accumulated expenses and trade credit, which gives a continuous funding to enhance corporate activities (Bhattacharya, 2014). Any delays in payments to the suppliers may extend the payable period, which reduces the cash conversion cycle and improves the efficiency of working capital (Deloof, 2003; Ponsian et al., 2014 & Raheman & Nasr, 2007). Thus, accounts payable can be seen as an inexpensive and adaptable source of funding (Enqvist et al., 2014). Prior investigations, such as (Aldubhani et al., 2022; Alvarez et al., 2020; Gonçalves et al., 2018 & Hsieh & Wu, 2013) found a positive and significant connection between accounts payable and profitability. On the hand, Deloof (2003), Enqvist et al. (2014) & Tsagem et al. (2015) reported a negative relationship between accounts payable and firms profitability. As a result, the second hypothesis is developed as follow:

H2: There is a positive connection between payable deferral period with ROA and ROE

3.3 Cash Conversion Cycle (CCC) and Profitability

One of the important and useful measurement of WCM is cash conversion cycle (CCC) and it has been widely applied in the previous literature (Amponsah-Kwatiah & Asiamah, 2020; Deloof, 2003). The CCC, expressed in days, is the period between firms expenses for acquiring materials and the receipt of revenue from selling completed goods (Enqvist et al., 2014 & Ponsian et al., 2014). This study has also used CCC as one indicator of WCM. Several studies, such as (Enqvist et al., 2014; Novak et al., 2021 & Usman et al., 2017) have investigated the link between WCM and firms' profitability and found a negative and significant connection between CCC and profitability and they are stated that an increase in firms CCC brings about an improvement in profitability. However, others claimed a positive and significant association between CCC and firms' profitability (Alvarez et al., 2020; Amponsah-Kwatiah & Asiamah, 2020; Ponsian et al., 2014 & Tsagem et al., 2015). Thus, the third hypothesis is developed as follow:

H3: There is a positive connection between cash conversion cycle with ROA and ROE

3.4 Liquidity and Profitability

A firm's liquidity is characterized by the amount of availability cash, which can be obtained quickly to pay its debts (Ponsian et al., 2014). The management should understand how to manage and control working capital because it is significantly related to firms' performance and profitability. This means that the greatest management of working capital will deliver the useful level of liquidity to support the firm's activity by automatic funding, which can be seen as an important key due to less liquidity and credit issues from crisis (Aldubhani et al., 2022). In this context, Karaduman et al. (2010) & Raheman & Nasr (2007) suggested a negative

correlation between liquidity and profitability. However, Kazi, (2012) & Azam & Haider (2011) have found a positive relationship between companys liquidity and profitability. As a result, the forhth hypothsis is developed as follow:

H4: There is a positive connection between liquidity with ROA and ROE

3.5 Cash Holding and Profitability

Holding of cash may benefit shareholders by increasing financial flexibility, decreasing cost of transaction, and funding expansion with internal financing that are less expensive (Kusnadi, 2019). The association between a company's ability to make cash through activities and actual level of holding cash is significant to comprhend the compnys WCM and profitability as well (Mun & Jang, 2015). Several studies pointedout that the relationship between cash holding and profitability is postive (Abushammala & Sulaiman, 2014; Martínez-Sola et al., 2013; Mun & Jang, 2015). However, Ferreira & Vilela (2004) & Kim et al. (1998) found a negative association between firms cash holding and profitablity. Hence, the fifth hypothsis is developed as follow:

H5: There is a positive connection between cash holding with ROA and ROE

4. Material and Method

4.1 Sample and Data Collection

The sample panel data was contained from 42 listed manufactoring compaines and orignally they were 50, but 8 of them was remeved due to missing finacial data. A panel data was mainly obtained and collected from published annual financial report of non-financial firms that listed on Frankfort and Oslo stock exchange during the period of (2017-2021).

4.2 Dependent Variables

Follwing the prior litreature, this paper has twe dependent variables for measurenung profitability, first, return on assets (ROA) and it is calculated by earning before interst and taxes (EBIT) to total assets. The second variable is return on equity (ROE) and calculated by net profit to shareholders equity.

4.3 Independent Variables

In order to examine the impact of WCM on profitability, five indicators of WCM were used in this investigation and they are; accounts recivable (AR) is measured by average recivable divided by sales and multiplied by 365 days; accounts payable (AP) is measured by average payable to cost of goods sold and multiplied by 365 days; cash conversion cycle (CCC) is measured by receivable conversion cycle plus inventrory conversion cycle then minus payable deferral cycle; liquidity is measured by current ratio (CR) as current assets to current liabilities and cash holding (CH) is measured by natural logarithm of average cash.

4.4 Control Variables

In WCM literature, several investigations have applied the control variables that combined with dependent variables in order to explore the impact of WCM on firms profitability. Following the directions of previos litrature, this study has considered three control variables that related to the firm charistertics, such as firm size (FS) which measured by natural logarithm of total assets; debt to assets ratio (DTA) is measured by total liabilities to total assets and debt to equity ratio (DTE) is measured by total liabilities to shareholders equity. All variables are cleary defined in table 1.

Table-1: Variable Definition

Variables	Abbreviation	Measurements	Source
Dependent variables: Return on Assets	ROA	EBIT /Total assets	(Alvarez et al., 2020)
Return on Equity	ROE	Net profit/ Total assets	(Aldubhani et al., 2022)
Independent variables: Accounts Receivable	AR	(Receivable/Sales) *365	(Amponsah-Kwatiah & Asiamah, 2020)
Accounts Payable	AP	(Payable/Cost of goods sold) *365	(Gonçalves et al., 2018)
Cash Conversion Cycle	CCC	(Receivable + Inventory-Payable)	(Tsagem et al., 2015)
Current Ratio	CR	Current assets/Current liabilities	(Karaduman et al., 2010)
Cash Holding	CH	Log of average cash	(Mun & Jang, 2015)
Control variables: Firm Size	FS	Log of total assets	(Amponsah-Kwatiah & Asiamah, 2020)
Debt to Assets Ratio	DTA	Total liabilities/Total assets	(Enqvist et al., 2014 & Laghari & Chengang, 2019)
Debt to Equity Ratio	DTE	Total liabilities/Shareholders equity	(Aldubhani et al., 2022 & Enqvist et al., 2014)

Source: Elaborated by the authors

Based on the above explanation, the regression models are developed as follow:

Model 1:

$$ROA_{it} = a_0 + \beta 1 AR_{it} + \beta 2 AP_{it} + \beta 3 CCC_{it} + \beta 4 CR_{it} + \beta 5 CH_{it} + \beta 6 FS_{it} + \beta 7 DTA_{it} + \beta 8 DTE_{it} + e_{it}$$

Model 2:

$$ROE_{it} = a_0 + \beta 1 AR_{it} + \beta 2 AP_{it} + \beta 3 CCC_{it} + \beta 4 CR_{it} + \beta 5 CH_{it} + \beta 6 FS_{it} + \beta 7 DTA_{it} + \beta 8 DTE_{it} + e_{it}$$

Where, ROA_{it} is return on assets from i at t time, ROE_{it} is return on equity from i at t time, AR_{it} is accounts receivable from i at t time, AP_{it} is accounts payable from i at t time, CCC_{it} is cash conversion cycle from i at t time, CR_{it} is current ratio from i at t time, CH_{it} is cash holding from i at t time, FS_{it} is a firm size from i at t time, DTA_{it} is debt to assets ratio from i at t time, DTE_{it} is debt to equity ratio from i at t time, a_0 is considered to be a constant, $\beta 1 - \beta 5$ is coefficients for corresponding the explained variables and e_{it} is error term from i at t time.

5. Results

5.1 Descriptive Statistics

Table-2: Descriptive Statistics of the Variables

Variables	ROA	ROE	AR	AP	CCC	CR	CH	FS	DTA	DTE

Mean	0.3821	0.1685	97.292	97.867	7.4606	2.6570	19.1437	21.4115	0.5385	2.1660
Std. Dev.	0.8830	0.1554	165.638	185.943	87.6939	4.0719	1.68027	2.10073	0.1854	3.1333
Minimum	-10.500	-0.9584	9.1959	5.33291	-696.630	0.2500	15.2902	16.8036	0.0897	0.0985
Maximum	0.6606	0.4960	224.254	172.975	139.920	54.930	23.3652	25.7355	0.9569	22.250
Observations	210	210	210	210	210	210	210	210	210	210

Source: computed the authors

Table 2 demonstrates the descriptive statistics of the variables. The mean value of ROA and ROE is 0.38 and 0.16 with a deviation of 0.88 and 0.155 respectively. The minimum and maximum value of ROA is -10.50 and 0.66 respectively. The lowest and highest value ROE is -0.95 and 0.49 respectively. The standard deviation of AR and AP is 165.63 and 185.94 respectively with a mean value of 97.29 and 97.86 respectively. The minimum and maximum value of AR is 9.19 and 224.25 respectively. The lowest and highest value of AP is 5.33 and 172.97 respectively. CCC, CR and CH have a mean value of 7.46, 2.65.14 and 19.14 respectively with a standard deviation of 87.69, 4.07 and 1.68 respectively. The minimum value of CCC, CR and CH is -696.63, 0.25 and 15.29 with the maximum value of 139.92, 54.93 and 23.36 respectively. Finally, the mean value of FS, DTA and DTE is 21.41, 0.53 and 2.16 respectively with a deviation of 2.10, 0.18 and 3.13 respectively. The lowest value of FS, DTA and DTE is 16.80, 0.08 and 0.09 and the highest value is 25.73, 0.95 and 22.25 respectively.

5.2 Pearson Correlation

Table-3: Correlation Matrix between dependent and independent variables

	ROA	*ROE*	*AR*	*AP*	*CCC*	*CR*	*CH*	*FS*	*DTA*	*DTE*
ROA	1									
ROE	0.601**	1								
AR	-0.276**	-0.133*	1							
AP	-0.563**	-0.261**	0.385**	1						
CCC	0.337**	0.323**	-0.036	-0.398**	1					
CR	-0.412	-0.10***	0.050	0.253**	-0.359**	1				
CH	0.361*	0.200**	0.034	-0.138*	0.254**	-0.082	1			
FS	0.277**	0.320**	-0.033	-0.265**	0.386**	-0.18**	0.280**	1		
DTA	-0.211**	-0.270**	0.024	-0.081	0.232**	-0.36**	0.315**	0.372**	1	
DTE	-0.477	-0.183	0.100	0.186	-0.035	-0.134	0.150	0.088	0.264	1

Notes: * Significant at 5% level; ** Significant at 1% level; and *** Significant at 10% level
Source: computed the authors

Table 3 indicates the Pearson correlation between WCM and profitability. The strong correlation between ROA and ROE is noted, which is 60.1%. AR is negatively related with ROA and ROE with a value of -0.276 and -0.133 respectively. The relationship between ROA and ROE with AP is significantly negative at -0.563 and -0.261 respectively. CCC has a positive and significant association with ROA and ROE at 0.337 and 0.323 respectively. However, the connection between CR with ROA and ROE is negative at -0.412 and -0.10 respectively. CH is positively linked with the profitability measurements at 0.361 and 0.20 respectively. As a control variable, FS is positively related with ROA and ROE at 0.277 and 0.320 respectively.

Additionally, the association between DTA with ROA and ROE is significantly negative at -0.211 and -0.270 respectively. However, a negative and insignificant connection can be observed between DTE with ROA and ROE at -0.477 and -0.183 respectively.

5.3 Variance inflation factor (VIF)

Table-4: Test of multicollinearity

Variables	Tolerance Value	VIF Value
AR	0.270	3.705
AP	0.211	4.747
CCC	0.583	1.715
CR	0.748	1.336
CH	0.203	4.927
FS	0.175	5.717
DTA	0.392	2.550
DTE	0.449	2.229
Mean = 3.031		

Source: Computed by the authors

Regarding to table 4, the Variance Inflation Factor (VIF) was below 10 and tolerance value is bigger than 0.1 for all explanatory and control variables, which shows no multicollinearity issues between independent variables. This estimation is also noted by (Abebe Zelalem et al., 2022; Gujarati & Porter, 2009 & Newbold et al., 2013).

5.4 Multiple Regression Analysis

In order to test the proposed hypotheses, Ordinary Least Square (OLS) regression model was utilized to identify the elements of working capital element that was critical for predicting the firm's profitability. Table 5 presented the results of the models.

Table-5: Regression Results and Estimation

Variable	Model 1 (ROA)	Model 2 (ROE)
C	-10.18 (0.104)	-1.452 (0.040)
AR	0.003 (0.000) **	0.031 (0.052) *
AP	-0.005 (0.034) *	-0.040 (0.008) **
CCC	0.002 (0.001) **	0.066 (0.000) **
CR	0.045 (0.041) *	0.570 (0.020) *
CH	-0.189 (0.048) *	-0.053 (0.751)
FS	0.710 (0.000) **	0.085 (0.014) *
DTA	-0.381 (0.000) **	-0.522 (0.000) **
DTE	-0.054 (0.005) **	-0.014 (0.030) *
R^2	0.845	0.679
Adjusted R^2	0.797	0.581
F-statistic	17.81	6.922
F-sig	0.000**	0.00**

Notes: * Significant at 5% level and ** Significant at 1% level

Source: Computed by the authors

6. Discussion

Table 5 shows the empirical outcomes of Ordinary Least Square (OLS) regression model for the above estimation. The findings illustrated that the relationship between AR with ROA and ROE is significant and positive with a value of 0.003 and 0.031. Considering that other factors remain the same, this implies that a 1 % rise in receivable conversion cycle brings about an increase in profitability by 0.3% and 3.1% as it is estimated by ROA and ROE respectively. In other words, increasing the number of days to return money from debtors resulted in a great change in net profit because it will build a good relationship with customers. However, it may increase the level of loan from external source where the firms do not have a proper level of cash. This result is consistence with the arguments of (Alvarez et al., 2020; Amponsah-Kwatiah & Asiamah, 2020; Jakpar et al., 2017 & Sharma & Kumar, 2011). However, it is opposite with the findings of (Bieniasz & Gołaś, 2011 & Enqvist et al., 2014). Therefore, the first hypothesis that there is a negative connection between receivable conversion cycle with ROA and ROE is rejected.

AP is negatively related with ROA and ROE with a coefficient value of -0.005 and -0.040 respectively. If other variables remain constant, this means that a 1% decrease in payable deferral cycle leads to an increase in profitability by 0.5% and 4% as it is measured by ROA and ROE respectively. In other words, firms get less profit when they are delaying to pay their bills, which means that shorter period of accounts payable improves firms' profitability. This finding is similar with the arguments of (Deloof, 2003; Enqvist et al., 2014 & Tsagem et al., 2015) and disagreed with the arguments of (Aldubhani et al., 2022; Alvarez et al., 2020 & Gonçalves et al., 2018). Hence, the second hypothesis that there is a positive connection between payables deferral period with ROA and ROE is rejected because firms should get benefits from cash discount on accounts payable and protect them from trade credit as an external source of funding.

The association between CCC with ROA and ROE is positive and significant with coefficient value of 0.002 and 0.066 respectively. Assuming that other factors remain constant, this means that a 1% rise in CCC causes to an increase in profitability by 0.2% and 6.6% as it is estimated by ROA and ROE respectively. The result also recommended that firms should improve operational income by increasing CCC because reduction in CCC will bring a shortage in net working capital that is required to finance firms operations and satisfy their demands. This finding supported the results of (Amponsah-Kwatiah & Asiamah, 2020; Ponsian et al., 2014 & Tsagem et al., 2015) and disagreed with the results of (Enqvist et al., 2014; Novak et al., 2021 & Usman et al., 2017). Thus, the third hypothesis that there is a positive connection between cash conversion cycle with ROA and ROE is accepted.

In addition, the association between liquidity that is measure by current ratio (CR) with ROA and ROE is significant and positive with coefficient value of 0.045 and 0.570 respectively. This means that, if other factors remain the same, a unit raise in CR brings about an equal increase in ROA and ROE by 4.5% and 57% respectively. This implies that firms with a high rate of liquidity can cover their obligations without focusing on external financing. Therefore, companies with effective working capital management (EWCM) are concerned to be more profitable. This finding is agreed with the results of (Kazi, 2012 & Azam & Haidar, 2011) and

disagreed with the findings of (Karaduman et al., 2010; Raheman & Nasr, 2007). As a result, the fourth hypothesis that there is a positive connection between liquidity with ROA and ROE is accepted.

The connection between CH with ROA and ROE is negative with coefficient value of -0.189 and -0.053 respectively, but the relationship between CH and ROE is not significant. This means that a unit decrease in CH resulted in a decrease in ROA by 18.9%. However, CH does not have any influence on ROE, which means that if an increase or decrease recorded to CH, ROE remains unchanged. This finding is consistence with the studies of (Ferreira & Vilela, 2004 & Kim et al., 1998) and inconsistence with the results of (Abushammala & Sulaiman, 2014; Martínez-Sola et al., 2013 & Mun & Jang, 2015). Thus, the fifth hypothesis that there is a positive connection between cash holding with ROA and ROE is rejected.

Regarding the control variables, FS related positively with the firm's profitability in both models and the relationship is significant, which shows that companies can improve profitability by increasing their total assets. Further, Leverage that is measured by (DTA) and (DTE) demonstrated a negative and significant correlation in both models, which indicated that companies' profitability reduced due to increasing DTA and DTE ratios. These findings are similar with the results of (Aldubhani et al., 2022; Amponsah-Kwatiah & Asiamah, 2020; Enqvist et al., 2014).

7. Conclusion

The purpose of this paper is to investigate the relationship between working capital management and profitability of non- financial firms that listed on Frankfort and Oslo stock exchange for the period of (2017-2021). To achieve the study aim, Ordinary Least Square (OLS) regression model is utilized to measure the above connection. Profitability is a dependent variable and measured by return on assets (ROA) and return on equity (ROE). Working capital management on the other hand, is considered to be independent variable and indicated by five proxies, accounts receivable (AR); accounts payable (AP); cash conversion cycle (CCC); liquidity is measured by current ratio (CR) and cash holding (CH).

The empirical findings of the study indicated that AR has a positive and significant association with ROA and ROE, which reported that a longer period of money collection from consumers will improve profitability. AP has a significant and negative relationship with ROA and ROE, which indicated that shorter period of paying money to the suppliers will enhance the profitability. CCC positively related with ROA and ROE, which demonstrated that an increase of CCC brings an efficient level of net working capital and increase operational income as well. In addition, CR has a positive and significant connection with ROA and ROE, which illustrated that companies can run profitability by enhancing their liquidation margin. CH is positively linked with ROA and ROE, but the relationship with ROE is not significant. This indicated that a unit decrease in cash holding will reduce profitability in case of ROA. However, CH does not have any influence on ROE. Overall, the managers must know how to handle working capital as it is essential to improve the firm's profitability and performance.

Finally, this study has some limitations, first, it is based on secondary data only, primary data however, can be also applied to know an obtain extra information by mixing both survey and

reported data to enhance the finding of the future study. Secondly, this paper focused on non-financial firms in Europe, therefore, future studies should focus on obtaining data about financial firms and possibly make a comparison between financial and non-financial firms.

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Brain Drain and Its Repercussions on the Needs of the Palestinian Labor Market: A Study of Causes and Consequences of Migration Among Educated Youth

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ABSTRACT

Brain drain is a phenomena in which a large number of highly trained and educated persons leave from their nation of origin to another country, leaving a skilled labor shortage behind. This study will focus on the brain drain from Palestine, particularly among its educated young, and its influence on the Palestinian labor market. The study's goal is to look at the reasons and repercussions of migration among Palestinian educated young.

The research will be carried out using a mixed-methods approach, with both qualitative and quantitative data collection. Afocus group discussions will be used to gather information from Palestinian, by 30 person including students, graduates, and experts who relocated from Palestine to other nations.
Overall, this study will add to our understanding of the causes and effects of brain drain in Palestine, as well as the influence it has on the Palestinian labor market.

Keywords: Brain Drain, Educated Youth, Labor Market, Migration, Skilled Labor, Political Instability, Economic Growth, Job Opportunities, Government Policies.

Introduction:

A complex phenomenon called "brain drain" has become significantly more prevalent recently and has an impact on a nation's labor market and economic growth. In order to pursue greater prospects, highly educated and competent people emigrate from their native countries, leaving behind a scarcity of skilled workers in their place of origin (Bhagwati & Rodriguez, 1975). Many educated young people have left the Palestinian territories in recent years in search of better prospects abroad, causing a significant brain drain in the area (Kronfol, 2017).

The brain drain has a substantial impact on the labor market in Palestine since it leaves a scarcity of talented people in a number of fields, including technology, healthcare, and education. This study aims to investigate the reasons behind the exodus of educated young Palestinians as well as its effects on the Palestinian labor market.

A focus group discussion with 30 participants, including students, graduates, and specialists who have emigrated from Palestine to other nations, will be held as part of the study's qualitative methodology. To determine the causes of the brain drain and its effects on the Palestinian labor market, the data collected will be thematically evaluated.

The purpose of the study:

Around 30% of the labor force in the Palestinian territories is unemployed, with an even higher percentage among young people, according to the World Bank (2019).This situation is made worse by the dearth of employment options and the scarcity of funding for local business and innovation. As a result, a large number of recent graduates and professionals leave the country in search of better opportunities overseas, leaving a substantial void in the labor market that calls for professionals and trained workers.

This essay tries to investigate the reasons behind and effects of brain drain in Palestine, concentrating on how emigration affects the demands of the Palestinian labor market. The study will look at the causes of educated youth migration, the economic and social repercussions of their departure, and viable remedies to lessen the negative labor market effects of brain drain.

This study adopted a qualitative methodology to achieve its goals, with all qualitative information being gathered through semi-structured interviews with Palestinian youth who have immigrated to other countries as well as with employers and officials.

The Questions of the study:

- What are the main reasons why educated Palestinian youth are choosing to emigrate from their home country?
- How does brain drain affect the overall skill level of the Palestinian labor market, and what are the economic consequences of this?
- What policies or interventions might be effective in reducing brain drain and retaining talented youth in the Palestinian labor market?

The statement of the study:

The statement of the study focuses on the phenomenon of brain drain from Palestine, particularly among its educated youth, and its impact on the Palestinian labor market. The study aims to identify the reasons for the migration of highly skilled and educated individuals from Palestine and investigate the repercussions of this migration on the Palestinian labor market.

The Problem of the study:

The issue of brain drain has received substantial scholarly attention, and its consequences on nations' economic progress are well established (Docquier & Marfouk, 2006; Bhagwati & Rodriguez, 1975; Baroudi & Abou-Zaki, 2015; Deeb, 2018; Salem, 2019). Nonetheless, further investigation is still required to examine the consequences of brain drain on the Palestinian labor market and its requirements, as well as potential countermeasures.

This tendency has also had an impact on the Palestinian territories, since a sizable number of highly educated and skilled people have left the area in quest of better prospects (Kronfol, 2017).

Causes of Brain Drain in Palestine:

The problem of brain drain is particularly acute among young educated Palestinians, who are seeking better opportunities abroad due to a lack of prospects in the region (Kronfol, 2017). The reasons for this brain drain are complex and multifaceted, with economic, political, and social factors playing a significant role (Nashashibi & Tawil, 2014).

The lack of work prospects in the area, especially in the private sector, is one of the primary causes of the brain drain. A scarcity of jobs has resulted from a lack of investment and economic growth, particularly in high-skilled industries like technology and engineering (Kronfol, 2017).Moreover, the political instability and conflict in the region have also contributed to the brain drain, as it has led to a lack of security and uncertainty about the future (Nashashibi & Tawil, 2014).

Conflict and political instability have been named as two of the main causes of brain emigration from Palestine. Many young Palestinians are looking for chances elsewhere as a result of the prolonged conflict with Israel, which has led to a lack of stability and limited economic prospects. The political climate in Palestine has also resulted in a lack of spending on infrastructure and education, which has reduced the number of jobs available for competent workers according to the Palestinian Central Bureau of Statistice (2019).

Another significant reason for the brain drain in Palestine is economic hardship. The World Bank (2019) reports that the Palestinian economy is highly reliant on foreign assistance and experiences high rates of unemployment and poverty. Young people have a hard time finding meaningful employment and prospects for career progression due to the current economic difficulties.

Another important factor in Palestine's brain drain is the lack of professional growth and career promotion possibilities. Many young Palestinians believe that Palestine offers few chances to further their careers and achieve their professional objectives. Several people have been prompted by this to look for possibilities abroad because they think they will have a better chance of reaching their professional goals elsewhere.

Low professional development opportunities: Some educated young may leave Palestine owing to a lack of career growth and advancement prospects, in addition to the country's limited employment options. Young professionals in specialized industries like engineering, medicine, and technology may find this to be especially true.

Political and social exclusion: Some educated Palestinian youth may feel expelled from political and social institutions, which may influence their decision to leave the nation in quest of better prospects and a sense of belonging.
Brain waste: When educated youth's talents and expertise are not fully exploited or valued in the local job market, it might lead to cases where they leave Palestine. This issue is known as "brain waste." They may seek employment abroad where there is greater demand for their abilities as a result.
Family and social networks: As many educated young people have friends or family who have previously emigrated or who may assist them in finding job and settling in a new country, family and social networks may also have an impact on the decision to leave Palestine.
Restricted employment options: Many educated young people in Palestine may believe that their abilities and knowledge are underutilized in the local labor market, which may prompt them to look for better employment prospects elsewhere.
Political unrest: The ongoing conflict and unrest in Palestine might make the atmosphere for young professionals unstable and unpredictable, which may influence their choice to leave the nation.
Underdevelopment of the economy: The Palestinian economy encounters a number of difficulties, such as high unemployment rates and restricted access to capital and resources for business owners. These elements may make it challenging for educated teenagers to launch firms or locate fulfilling employment in their sector.
Life-quality: Some educated youth may emigrate from Palestine in quest of a greater standard of living, superior medical treatment, or increased family access to education.

Consequences of Brain Drain on the Palestinian Labor Market:

The consequences of brain drain on the Palestinian labor market are significant. The loss of skilled and educated workers has led to a shortage of human capital in key industries such as healthcare, engineering, and technology. This shortage has hindered economic growth and development in Palestine and contributed to the country's high unemployment rate.
The impact of brain drain on the Palestinian labor market has been particularly severe in the healthcare industry. According to a study by Abukmail and Haj-Yahia (2019), the shortage of healthcare professionals in Palestine has led to a decrease in the quality of healthcare services and an increase in healthcare costs.
It has caused a shortage of skilled workers in various sectors, including education, healthcare, and technology. This has hindered the economic growth and development of the Palestinian territories, as it has led to a lack of investment, reduced productivity, and limited innovation (Kronfol, 2017). Moreover, the loss of highly skilled and educated individuals has also had a negative impact on the quality of services and education in the region (Nashashibi & Tawil, 2014).
Loss of human capital: The exodus of highly educated and competent professionals from Palestine may lead to a loss of important human capital, which may impede the social and economic progress of the nation.

Lack of trained labor: The loss of experts due to brain drain may result in a shortage of skilled workers in important industries and sectors, which may restrain Palestinian economic growth and competitiveness.

Limited diversity in the workforce:Brain drain can result in a lack of diversity in the Palestinian workforce, as many of those who leave tend to be highly educated and skilled professionals from urban areas.

Negative effects on social cohesion: The exodus of educated youth can be detrimental to Palestinian society and the sense of community since it can lead to a sense of disappointment and mistrust among the remaining population.

The loss of qualified workers owing to brain drain might make it harder for Palestine to draw in and hold on to foreign investment, which is sometimes necessary for the country's economic growth and development.

Decreased innovation and productivity: As a result of the exodus of highly qualified individuals, Palestine may experience a decline in innovation and productivity as well as a talent shortage.

More disparity: The exodus of educated youth may result in Palestine experiencing greater inequality since those left behind may not have the knowledge and skills required to compete in the global labor market and land higher-paying positions.

Loss of social and cultural capital: As many of individuals who leave Palestine are young, educated, and engaged in the local culture, brain drain may cause a loss of social and cultural capital in that country. Those who remain may feel disconnected and lost as a result of this.

Possible Solutions to Brain Drain in Palestine:

To address brain drain in Palestine, several solutions have been proposed. Improving the country's political stability and economic conditions is essential to creating an environment that is conducive to retaining skilled workers. Additionally, providing better opportunities for professional development and career advancement can help retain talented individuals and encourage them to contribute to the Palestinian economy.

Promoting entrepreneurship and innovation is also an important solution to brain drain in Palestine. Many young Palestinians are interested in starting their own businesses and pursuing innovative ideas, but they face significant challenges in doing so. By creating an environment that supports entrepreneurship and innovation, the Palestinian government can encourage young people to stay in Palestine and contribute to the country's economic growth and development.

Finding and results:

Due to a lack of employment possibilities, political unrest, and better educational or professional opportunities abroad, many young individuals with educational backgrounds in Palestine decide to immigrate to other nations.

The loss of highly educated and talented individuals has had a substantial influence on the Palestinian labor market, especially in fields like technology, health care, and education.

The industries or sectors that provide little prospects for professional advancement as well as those that have minimal investment and unfavorable working conditions are those that are most impacted by brain drain.

For Palestine and its citizens, the long-term effects of brain drain are considerable, including the loss of priceless human capital, decreased innovation and competitiveness, and a rise in socioeconomic inequality.

Strategies and policies that could help to mitigate the effects of brain drain on Palestine's labor market include creating more job opportunities, improving working conditions, increasing investment in education and research, and implementing policies to encourage young professionals to stay in Palestine.

Brain drain is a common phenomenon in many developing countries, where highly skilled professionals seek better job opportunities and living conditions abroad (Siddiqui, 2014).

The causes of brain drain in Palestine are complex and multifaceted, including political instability, economic underdevelopment, limited job opportunities, and limited access to quality education and training (Khayyat & Mahmoud, 2016).

The loss of highly skilled professionals due to brain drain can have a significant impact on the development and growth of the Palestinian economy, as it limits the availability of skilled labor in key industries and sectors (Husseini & Ismail, 2016).

The impact of brain drain on the Palestinian labor market is not limited to the loss of highly skilled professionals, as it can also lead to a shortage of mid-level professionals and a lack of diversity in the workforce (Khayyat & Mahmoud, 2016).

In addition to the loss of human capital, brain drain can also have a negative impact on social cohesion and the sense of community in Palestine, as it can lead to a sense of disillusionment and mistrust among those who remain (Siddiqui, 2014).

Strategies for addressing the issue of brain drain in Palestine may include increasing investment in education and training programs, providing incentives for professionals to stay and work in Palestine, and creating an environment that fosters innovation and entrepreneurship (Husseini & Ismail, 2016).

It's important to note that not all professionals who leave Palestine for better opportunities abroad do so permanently, as many may return to Palestine later in life and bring valuable skills and experience with them (Siddiqui, 2014).

A problem known as "brain drain" occurs when highly educated young people leave Palestine due to a lack of economic opportunities, political unrest, and better options for study or career progression overseas. This has had a substantial impact on the healthcare, education, and technology sectors, which have lost highly trained workers as a result of the lack of chances for growth and development, low investment, and subpar working conditions. Long-term effects of this loss of human capital for Palestine include decreased innovation and competitiveness as well as a rise in social inequality.Implementing policies and strategies that encourage young professionals to stay in Palestine, such as expanding job opportunities, enhancing working conditions, increasing investment in education and research, and fostering an environment that encourages innovation and entrepreneurship, are necessary to mitigate the effects of brain drain. Many factors, such as political unrest, economic stagnation, a lack of job prospects, and restricted access to high-quality education and training, contribute to the brain drain in Palestine. Incentives for professionals to remain, more investment in education and training programs, and fostering an innovative and entrepreneurial environment are all necessary to

address this issue. It is significant to emphasize that some experts might go back to Palestine at a later time, bringing with them essential knowledge and expertise.

Conclusion:

Brain drain is a significant issue facing Palestine, particularly among its educated youth. The causes of brain drain are complex and interconnected, and the consequences on the Palestinian labor market are significant. Addressing brain drain will require a concerted effort from all sectors of society, and a focus on improving the country's political stability, economic conditions, and opportunities for professional development and entrepreneurship. By addressing these issues, Palestine can create an environment that is conducive to retaining skilled workers and encouraging economic growth and development.

The study's findings suggest that brain drain among Palestinian-educated youth is a significant problem that has far-reaching consequences for the Palestinian labor market. The main reasons for brain drain among educated youth are political instability, lack of economic opportunities, and the desire for higher education and better living standards.

The consequences of brain drain are evident in the Palestinian labor market, which suffers from a significant shortage of highly skilled and educated workers. This shortage results in a loss of human capital, lower productivity, and increased dependence on foreign labor. The loss of human capital is particularly detrimental to Palestine's economic development, as it impedes the country's ability to innovate and compete globally.

To address the problem of brain drain, policymakers in Palestine should prioritize improving the country's political stability, creating more economic opportunities, and investing in education and training programs. These policies can help retain highly skilled and educated workers and attract Palestinian expatriates to return to their home country.

Overall, the study contributes to the understanding of the causes and consequences of brain drain in Palestine and highlights the urgent need for policymakers to take action to address this issue.

The results of this study will advance our knowledge of the causes, consequences, and labor market repercussions of Palestine's brain drain. It will give decision-makers understanding of the steps that may be taken to address the problem and keep skilled employees in the nation. The results of this study will add to the body of knowledge on brain drain and how it affects developing economies, especially in the context of Palestine. The study will offer policymakers and stakeholders new perspectives on how to create strategies that will effectively combat Palestine's brain drain issues and keep smart people on the job market.

The findings of this study will contribute to our understanding of the causes and effects of the brain drain in Palestine and its impact on the labor market. It will provide policymakers with insights into the measures that can be taken to address the issue and retain skilled workers in the country. By doing so, the Palestinian government can promote economic growth, increase employment opportunities, and enhance the country's overall development.

As a result, the study will shed important light on Palestine's brain drain problem and how it affects the labor market. The findings of the study will contribute to the creation of policies and initiatives aimed at retaining highly educated and skilled individuals in Palestine and advancing the social and economic advancement of the area.

Semi- structured interview Process:

Thank you for joining us today to share your thoughts and experiences about brain drain among Palestinian-educated youth. We are interested in understanding the reasons and repercussions of migration among Palestinian-educated young people and its influence on the Palestinian labor market. Your insights will be extremely valuable to our study. This focus group discussion will last for approximately 60 minutes.

Opening question:

- Can you tell us about your experience with brain drain or migration from Palestine, or what you have heard about the experiences of others who have migrated?

Follow-up questions:

- What are some of the main reasons that Palestinian-educated young people choose to migrate to other countries?
- How has the migration of highly educated and skilled individuals affected the Palestinian labor market?
- Have you observed any particular industries or sectors in Palestine that are more affected by brain drain than others? If so, which ones and why?
- In your opinion, what are the long-term consequences of brain drain for Palestine and its people?
- Are there any strategies or policies that could help to mitigate the effects of brain drain on Palestine's labor market?

Closing question:

Do you have any final thoughts or comments about brain drain and its impact on Palestine and its people?

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Kids As Target Market based on their buying habits: A Case Study of Generation Alpha in India

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ABSTRACT

A target market is a specific group of consumers that a business or organization aims to sell products or services to.

A "kids market" or "children's market" refers to the segment of consumers that are children. This market includes products and services that are designed specifically for children, such as toys, clothing, books, and educational materials. The market also includes products and services that are intended for use by the whole family, but are popular among children, such as video games, family vacations, and fast food.

The children's market is significant because children have a significant amount of purchasing power and influence on household spending decisions. Additionally, many of the products and services that are marketed to children have the potential to generate repeat business as children grow and develop.

Children are a common target market for many industries, including toys, clothing, and food. Marketers often use a variety of techniques to appeal to children, such as colorful packaging, popular characters, and interactive websites.

Keywords: Kids, Business Opportunity, Target Market

1. INTRODUCTION:

A target market is a specific group of consumers that a business or organization aims to sell products or services to.

A "kids market" or "children's market" refers to the segment of consumers that are children. This market includes products and services that are designed specifically for children, such as toys, clothing, books, and educational materials. The market also includes products and services that are intended for use by the whole family, but are popular among children, such as video games, family vacations, and fast food.

The children's market is significant because children have a significant amount of purchasing power and influence on household spending decisions. Additionally, many of the products and services that are marketed to children have the potential to generate repeat business as children grow and develop.

Children are a common target market for many industries, including toys, clothing, and food. Marketers often use a variety of techniques to appeal to children, such as colorful packaging, popular characters, and interactive websites. However, it is important to be aware that advertising to children is regulated by laws such as the Children's Advertising Review Unit (CARU) guidelines and the Children's Online Privacy Protection Act (COPPA) to protect children's privacy and prevent manipulation.

2. OBJECTIVES OF THE STUDY:

1. To study the major factors influencing purchasing decisions for kids products.
2. To study the buying behaviour of parents towards kids.
3. To study the children’s influencing factors towards parents for buying the products.
4. To offer suggestions about the kids in target market.

3. RESEARCH METHODOLOGY:

The Study is based on primary data and secondary data sources. The primary data has been collected from 100 respondents using structured questionnaires and who are affiliated to Bellary city . The secondary data has been collected from authentic websites, published reports. For analysis, the simple statistical tools have been applied like percentages, diagrams and charts. The study has been conducted for 4 weeks.

4. PROFILE OF KIDS

Children, also known as kids, are individuals who are in their developmental stage of life between infancy and adolescence. They can be classified into various types based on factors such as age, gender, abilities, and interests. For example, some common types of kids include:

- Toddlers, who are typically between the ages of 1 and 3
- Pre schoolers, who are typically between the ages of 3 and 5
- Elementary school children, who are typically between the ages of 6 and 11
- Tweens, who are typically between the ages of 8 and 12
- Children with special needs, who may have physical, intellectual, or emotional disabilities.

- **Toddlers:** Toddlers are children between the ages of one and three years old. They are in a stage of development characterized by increased mobility, language acquisition, and the development of self-awareness. Toddlers are also known for their curiosity and their desire to explore and learn about their environment. They begin to understand and follow simple instructions and begin to express themselves through words and gestures. It is a critical period for cognitive, emotional and social development. Parents and caregivers play a crucial role in fostering healthy development during this stage.

- **Pre-schoolers:** Pre-schoolers are children between the ages of 3 and 5 who are typically too young for formal schooling but are old enough to begin learning basic academic and social skills. They are in the stage of cognitive, emotional and physical development, which is crucial for the child's later success in school. They learn through play and hands-on activities, and typically attend preschool programs at a school or day-carecentre.

- **Elementary school children:** Elementary school children typically refers to children between the ages of 6 and 11 who are enrolled in primary school or elementary school. This is typically the first stage of formal education, and students in this age group learn a wide range of subjects including reading, writing, math, science, social studies, and often music, art, and physical education as well.

- **Tweens:** Tweens are individuals who are between the ages of 9 and 12 years old. During this stage of development, children are moving out of childhood and into adolescence. They are becoming more independent and developing their own sense of self. Physical changes such as growth spurts and the onset of puberty can also occur during this time. Emotionally, tweens may experience increased mood swings and may struggle with self-esteem and self-confidence. They may also begin to develop deeper, more complex relationships with their peers and family members. Cognitively, tweens are capable of abstract thinking and problem-solving, and their brains are developing the ability to process and analyse information more efficiently. Overall, the tween years are a time of significant change and growth for children.

  - **There are many different types of products that are designed for kids to use. Some examples include:**

- Toys: These can include action figures, dolls, stuffed animals, building blocks, puzzles, board games, and electronic toys.

- Clothing and footwear: This includes clothing and shoes that are designed specifically for kids, such as shirts, pants, dresses, and sneakers.

- Books and media: This includes books, comics, magazines, movies, and video games that are specifically targeted towards kids.

- School supplies: This includes items such as pencils, pens, notebooks, backpacks, and lunchboxes that are designed for kids to use in school.

- Safety products: This includes items such as car seats, bike helmets, and baby gates that are designed to help keep kids safe.

The type of products that kids use will depend on their age, interests, and abilities. For example, a toddler may be more interested in playing with simple toys like blocks, while an older child might be more interested in playing video games. Similarly, school-aged children will need items such as pencils, notebooks, and backpacks to use in school, while infants and young children will need safety products such as car seats and baby gates.

5. REVIEW OF THE LITERATURE:

CHILDREN AS A TARGET MARKET IN THE BRANDING PROCESS WITH EMPHASIS ON ETHICAL ASPECTS The authors **Aleksandra Krajnović, PhD, Monika Hordov, mag. Oec, MateaŽupnek, mag. Oec,** that this paper will examine how big brands take care of their youngest clients – children, , how their strategy of creating brand is focused on children, and how much children are preceived as the target market. The aim of this research is also to highlight the future of marketing communication with children in the right way. The authors of this article have concluded that there are numerous studies of the harmful impact of media on children. In order to achieve this, all countries need to harmonize laws and regulations because if we do not work together, innocent children will be harmed, and they should actually build our future.

EMERGENCE OF CHILDREN AS A TARGET AUDIENCE IN ADVERTISING: A CASE STUDY OF URBAN JAMMU**:** The author **Archana Kumari,** Assistant Professor conveys that this paper tries to find out whether children are really potential target audience in urban Jammu i.e. are they able to influence the purchasing decisions of their parents and if yes, to what extent. The research concludes that the urban population of Jammu depends heavily on their children in every kind of purchase decision, whether it is of their use or not, whether it is as small an item like health drink or as big an item like car. so it is imperative to take their suggestions in each purchasing decision. This also implicates that Jammu has emerged as potentially very fragile target for advertisers. There is no doubt that children are playing big role in purchasing decisions of their parents here too like big metropolitan cities.

KIDS MARKETING: AN EVALUATION OF PINAR'S KIDS MARKETING OPERATIONS: The authors Prof. Dr. Ahmed B. GÖKSEL, Doç. Dr. E. Pelin BAYTEKİN, Araş. Gör. Deniz MADEN, Araş. Gör. Deniz MADEN**,** author assists that the attention of this paper is directed to kids marketing, with the objectives of; displaying a general look into the state of the field and analysing the kids marketing efforts of one of the most important Turkish Brands "Pinar", to have an evaluation of a Turkish kids marketing case. After some general information about the state of kids marketing in Turkey has been given, the Pinar case has been analyzed according to the theoretical information.

UNDERSTANDING THE 4TH MARKET OF CHILDREN AS CONSUMERS The authors **AgusantoMulyawan , JehanNabilah , Silvia Irawan , JonyOktavianHaryanto, President University, Indonesia agusanto**conveys that the study is focused on developing a framework by JonyOktavianHaryanto about the 4th Market of Children as Consumers to synthesise the role of children to parents' decision-making process. The first contribution of this research is to show the influence of parents' income and education to their buying behaviour. children behaviour; and parents unconscious behavior. The outcome is were Researchers discovered that the higher a parent's income is, the more thoughts they have before purchasing goods or services, Before purchasing products or services, parents think about their children's health, safety, comfort, and educational value of the goods or services.

CHILDREN AS CONSUMERS - A TARGET MARKET: The author **Dr. Kusum Gupta, Assistant Professor,** conveys that the purpose of this paper is to highlight the reasons that lead marketers to give greater importance to children and targeting them as their future consumers, and also to know buying decisions. The study emphatically indicates that adult consumer behaviour is the direct antecedent of child consumer behaviour, realizing this fact marketer are giving serious consideration to this segment, they are targeting the consumers by using children not only in the case of product meant for them but also for the product used or purchase in household sector.

FOOD ADVERTISING AND MARKETING DIRECTED AT CHILDREN AND ADOLESCENTS IN THE US: The authors **Mary Story* and Simone French** conveys that the purpose of this article is to examine the food advertising and marketing channels used to target US children and adolescents, the impact of food advertising on eating behavior of youth, and current regulation and policies. The emphasis of this article is on food advertising and marketing practices in the United States. The outcome is the food and beverage industry has viewed children and adolescents as a major market force. The principal goal of food advertising and marketing aimed at children is to influence brand awareness, brand preference, brand loyalty, and food purchases among youth.

WHAT IS INFLUENCER MARKETING AND HOW DOES IT TARGET CHILDREN? A REVIEW AND DIRECTION FOR FUTURE RESEARCH: The authors **Marijke De Veirman ,LiselotHudders and Michelle R. Nelson** The author conveys that this paper therefore aims to

shed light on why and how social media influencers have persuasive power over their young followers. The paper starts with providing insights into how and why social media influencers became a new source in advertising. It concludes that the current study aimed to situate and conceptualize social media influencers as a new type of advertising source targeting children.

RESPONSIBLE MARKETING TO KIDS: The author **Monica Chaudhary Assistant Professor,** assists that this paper reviews the current literature and existing marketing practices targeted towards children, this paper gives reader a comprehensive understanding of how corporate use unethical marketing strategies to capture young minds and heart. The outcome tells that these socially irresponsible practices hampers child's mental as well as physical growth, Moreover, by showcasing responsible marketing organizations can actually reap benefits by making a strong, responsible and trustworthy brand.

ETHICAL ISSUES ABOUT KIDS TARGETING: The authors **Saad AIT LAMKADEM1 , Smail OUIDDAD2** The authors conveys that the paper aim is to focus on ethical issues surrounding targeting in the digital marketing era. , we will concentrate on specificities of targeting in the digital marketing context and children targeting that evolve continuously to sway kids purchasing decision. The outcome is that the emergence of digital marketing, made people more cautious than before. Subsequently, most of studies related to digital marketing ethics, and no matter how we think we know about unethical practices today, we may surely be surprised by what we will face tomorrow.

CHILDREN AS TARGET MARKET: The author **SOMESFALEAN Vasilica Magdalena** conveys that the purpose of this paper is to highlight the reasons that lead marketers to give greater importance to children, to explain the increased potential that children have on the existing market and strategies that marketers and companies use in order to reach this market and also the pester power, purchase decision are made. This paper can create a clearer picture for parents, marketers and other stakeholders of the present and future of our children as consumers.

YOUTUBE KIDS: THE APP ECONOMY AND MOBILE PARENTING: The author **Benjamin Burroughs** The author conveys that this research investigates the growing relationship between media industries and the everyday viewing patterns and lives of young children. Specifically, this research focuses on the development of the YouTube Kids app, app economy, infants, parenting, YouTube. The outcome is that the youtube channels have taken advantage of emerging mobile and tablet technologies to target very young children and infants (aged 0–5 years).

KNOWING THE CHILD CONSUMER: HISTORICAL AND CONCEPTUAL INSIGHTS ON QUALITATIVE CHILDREN'S CONSUMER RESEARCH: The author **Daniel Thomas Cook** the purpose of this paper is to offer a selective and necessarily truncated history of the place and use of qualitative approaches in the study of children's consumption in order to provide some depth of understanding regarding differences between and commonalities of

approaches employed by academic market researchers, social science researchers and, to a lesser extent, market practitioners. It is argued that there has been a displacement of psychologically oriented, developmental conceptions of the child with sociological and anthropological conceptions resulting in an acceptance of the child as a more or less knowing, competent consumer.

CHILDREN'S CONSUMER BEHAVIOR: The author **BlandínaŠramová** author assists that this chapter is focused on the process of the child becoming a customer (i.e., how they learn the consumer behavior). . Moreover, the research part is focused on findings of the main social factors influencing the consumer socialization of preschool children. The outcome is that in the interest of the protection of the children and young people, it is essential to know the main socialization agents that play an important role in consumer and economic socialization.

THE DEVELOPMENT OF A CHILD INTO A CONSUMER: The authors **Patti M. Valkenburga,*, Joanne Cantorb**The authors conveys that the aim of this paper is to discuss the phases during which the different characteristics of consumer behavior develop in children and why they occur at particular ages. It concludes that the authors argue that the development of consumer behavior occurs in four phases, and that in each phase, one of the four characteristics of consumer behavior emerges.

THE OTHER "CHILD STUDY": Figuring Children as Consumers in Market Research, 191 0s-1990s: The author **Sevinc Kurt and Kelechi Kingsley Osueke**assists that this article examines how notions of "the child" were constructed in marketing research literature from the 19 10s through the 1990s. Over this time period, the desire for consumer products becomes figured by industry observers and researchers as a mode of children's "self expression." It concludes that Generations of observers, researchers and marketers have forged workable and working models of children and childhood consistent with an ideology of free choice and presocial desire.

THE GROWING 'KIDFLUENCE' ON PARENTS' BUYING BEHAVIOR: THE ERA OF YOUNG CONSUMERS: The author **1Anadi Trikha, 2Dr. Kavya Saini,** conveys that this paper highlights the trends of parenting nowadays. It has also explored the different connotations with impact of advertising to children. Latest examples of pester power are also mentioned in the paper. This paper examines the growing market of children's products it concludes Parents play pivotal role in making the kids understand the difference between good and bad and asking them to choose for healthier options available.

MOBILE PHONES AND THE CONSUMER KIDS: The authors **Christian Downie and Kate Glazebrook**it aims to discover why children want mobile phones, how they pay for them and whether child ownership of mobile phones, as an example of consumerism among children. It concludes that in short, the pressure felt by children to consume, in this case mobile phones, risks commercialising their childhood with negative effects for their development, and may lead them into financial difficulty.

IMPACT OF ADVERTISEMENT ON BEHAVIOUR OF CHILDREN AS CONSUMERS: The author **Usman Zafar1 , Dr.Rab Nawaz Lodhi**assists that the Purpose of this study is to explore impact of product marketing on behavior of children, it concludes that . Findings revealed that as the children are immature and do not understand the marketing approach of companies for their products, so, they go for things that has been advertisedand influenced by their Peers.

CHILDREN AS AN EMERGING BUYERS: INFLUENCE OF VARIOUS FACTORS ON CHILDREN CONSTRUCT MAKING PROCESS DURING PURCHASE: - AN EMPIRICAL STUDY IN THE SELECTED REGION OF NORTH INDIA: The authors **Dr.Arun Kant Painoli, Anish Kaushal, Dr.AnkurKukreti,** conveys that the present study cater two major capital cities of North India which are Chandigarh and Shimla where children influence upon parents buying process and decision making process of children have been explored to have better insight on the influence of children during purchase decision directly or indirectly in the family. The study concludes that the Family patterns influences the purchase decisions of the family and children plays more role in the nuclear families as compared to joint families.

IMPACT OF ADVERTISEMENTS ON CHILDREN: PARENTS' VIEW: The authors **1Dr. A. MOHANA SUNDARAM 2 Mrs. P. NITHYA PRIYA**the authors assists that Advertising is multi dimensional and has diverse aims to achieve. The results revealed that rural parents do consider TV ads as important aspects of children learning consumer socialization process, as through it children learn about the products that are available in the marketplace.

6. FINDINGS AND SUGGESTIONS

6.1 Summary of Findings

- The majority of respondents are in the age group of 5-6 years (44 percent).
- 84 percent of respondents like advertisements, with the majority of them preferring toy advertisements (48 percent).
- Most respondents purchase new products for their child monthly (52 percent).
- Quality is the most important factor that influences respondents when making purchasing decisions for their child's products (56 percent).
- Respondents typically use physical stores (52 percent) and online channels (24 percent) to find new products for their child.
- Respondents are willing to pay between 1000-2500 Rs for high-quality products for their child (40 percent).
- The majority of respondents prefer outdoor sports/activities for their child (56 percent).

- Most respondents prefer to shop for their child's products both online and in-store (48 percent).

6.2 Suggestions

- Focusing on the age group of 5-6 years, as they make up the majority of the respondents.
- Creating advertisement that appeals to children, as 84 percent of respondents liked advertisement.
- Creating more toy advertisements, as they are the most liked type of advertisement.
- Promoting monthly deals or subscriptions for products, as most respondents purchase new products for their child monthly.
- Emphasizing the quality of products, as it is the main factor influencing purchasing decisions.
- Setting up physical stores and online platforms to sell products, as most respondents use physical stores and online platforms to find new products for their child.
- Offering high-quality products at a reasonable price, as most respondents are willing to pay between 1000-2500 Rs for high quality products.
- Creating products and activities that appeal to children's love of outdoor sports and activities, as they are the most enjoyed activity by children.
- Creating a seamless and easy shopping experience for parents, as most respondents prefer to shop for their child's products both online and in-store.

CONCLUSION:

In conclusion, the data analysis and interpretation of the survey of 25 respondents provides insight into the preferences and behavior of parents and children in the kids market. The majority of the respondents are in the age group of 5-6 years, 84 percent of respondents liked advertisement, and the most liked type of advertisement is toys. Most respondents purchase new products for their child monthly and the main factor influencing their purchasing decisions is quality.

Respondents typically use physical stores and online platforms to find new products for their child, they are willing to pay between 1000-2500 Rs for high quality products and the most enjoyed activity by children is outdoor sports and activities. Most respondents prefer to shop for their child's products both online and in-store. These findings can inform the development

and marketing strategies for businesses targeting the kids market by focusing on the preferences and behavior of their target audience.

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Fashion Psychology and Colors and their Impact on Purchase of Apparels in India

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ABSTRACT

Fashion psychology is the study of the relationship between clothing and the psyche. It examines how people use fashion as a form of self-expression, and how fashion can influence our emotions, behavior, and social interactions. By understanding the psychological factors that influence our clothing choices, fashion psychology can help designers create garments that resonate with their target audience, and can help individuals choose clothing that reflects their own personal style and self-image.

Color can make us feel a certain way when we see it depending on whether we like that particular color or not. We can also associate memories and thoughts with certain colors. It is a powerful communication tool and can be used to signal action, influence mood, and even influence physiological.

The use of color in fashion is also an important aspect of fashion psychology. Color can have a powerful psychological impact on the way people perceive and interact with clothing. By understanding the psychology of color, designers can use color to create specific moods and atmospheres in their garments and fashion collections. Overall, both fashion psychology and the use of color in fashion can play an important role in the way that clothing is designed, marketed, and perceived by the public.

Keywords: Fashion Psychology, Apparels, India and Colors

1. INTRODUCTION:

Fashion psychology is the study of the relationship between clothing and the psyche. It examines how people use fashion as a form of self-expression, and how fashion can influence our emotions, behavior, and social interactions. By understanding the psychological factors that influence our clothing choices, fashion psychology can help designers create garments that resonate with their target audience, and can help individuals choose clothing that reflects their own personal style and self-image.

Color can make us feel a certain way when we see it depending on whether we like that particular color or not. We can also associate memories and thoughts with certain colors. It is a powerful communication tool and can be used to signal action, influence mood, and even influence physiological.

The use of color in fashion is also an important aspect of fashion psychology. Color can have a powerful psychological impact on the way people perceive and interact with clothing. Different colors are associated with different emotions and meanings, and can evoke specific feelings and reactions in the viewer. For example, blue is often associated with calm and trust, while red is associated with passion and energy. By understanding the psychology of color, designers can use color to create specific moods and atmospheres in their garments and fashion collections.

Overall, both fashion psychology and the use of color in fashion can play an important role in the way that clothing is designed, marketed, and perceived by the public.

2. OBJECTIVES OF THE STUDY:

1. To study the fashion psychology towards colors.
2. To study the major factors influencing purchasing decisions of apparels in fashion market.
3. To study and evaluate the buying behaviour of consumer on products in fashion psychology and colors.
4. To offer suggestions about the colors in fashion market.

3. RESEARCH METHODOLOGY:

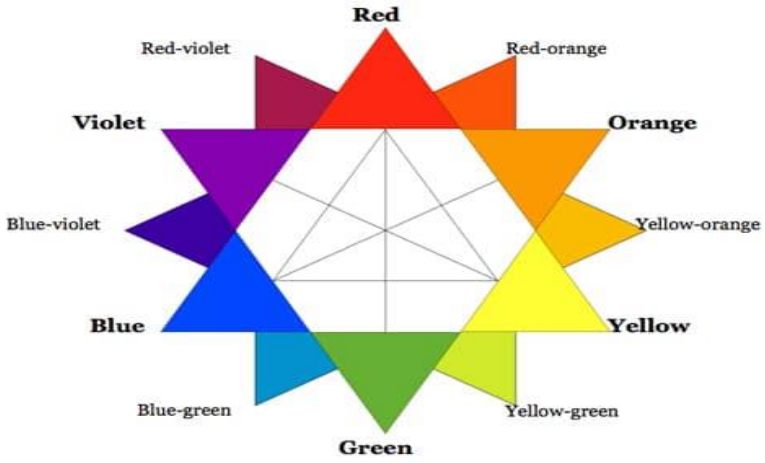
The study is based on primary data and secondary data sources. The primary data has been collected from 100 respondents using structured questionnaires and who are affiliated to India. The secondary data has been collected from authentic websites, published reports. For analysis, the simple statistical tools have been applied like percentages, diagrams and charts. The study has been conducted for 4 weeks.

4. PROFILE OF COLORS:

Colors are a visual sensation caused by the reflection, absorption, or emission of light. The human eye perceives different colors based on the wavelength of light that is being observed. The most common colors seen in everyday life are red, orange, yellow, green, blue,

purple, and many variations and shades of these colors.These colors can be mixed together to create a wide range of other colors, such as pink, brown, and gray. The colors of an object are determined by the way it reflects or emits light. In art, colors are often used to convey emotions and to create a certain atmosphere or mood.

Colors can be described in terms of their hue, saturation, and brightness. Hue refers to the color itself, such as red or blue. Saturation refers to the purity or intensity of the color, and brightness refers to the amount of white light that is present. In color theory, colors can be arranged on a color wheel and can be used to create color schemes that are pleasing to the eye.



4.1 Types of Colors

There are several types of colors, including:

- Primary colors: These are the basic colors that cannot be created by mixing other colors together. The primary colors in traditional color theory are red, blue, and yellow.
- Secondary colors: Orange, green, and purple are considered secondary colors as they are created by mixing primary colors.
- Tertiary colors: Tertiary colors are created by mixing a primary color and a secondary color, and includes shades such as red-orange, yellow-green, and blue-purple.
- Complementary colors: These are colors that are located opposite each other on the color wheel. When placed next to each other, they create a striking contrast. Examples of complementary colors include red and green, blue and orange, and yellow and purple.
- Warm colors: These are colors that tend to evoke feelings of warmth and energy, such as red, orange, and yellow.

- Cool colors: These are colors that tend to evoke feelings of calmness and serenity, such as blue, green, and purple.

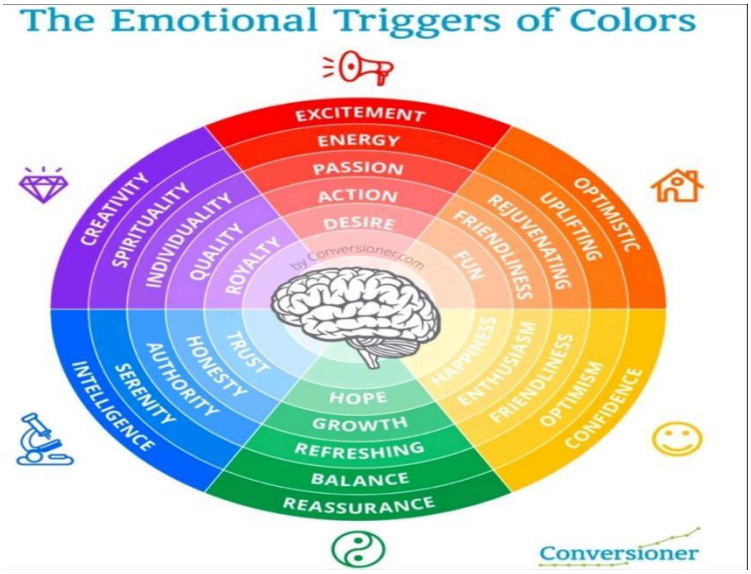
- Analogous colors: Analogous colors are colors that are next to each other on the color wheel, such as red and orange, blue and green, and purple and blue-purple.

- Neutral colors: Neutral colors include black, white, gray, and beige.

- Monochromatic colors: Monochromatic colors are variations of a single color, such as different shades of blue or different shades of yellow.

4.2 Different Colors and their Indication

- **Red**: often associated with danger, stop, heat, and anger
- **Blue**: often associated with calm, trust, and authority
- **Green**: often associated with growth, nature, and tranquility
- **Yellow**: often associated with caution, happiness, and warmth
- **Orange**: often associated with energy, enthusiasm, and caution
- **Purple**: often associated with luxury, wealth, and nobility
- **Black**: often associated with power, mystery, and sophistication
- **White**: often associated with purity, innocence, and simplicity
- **Pink**: often associated with love, warmth, and playfulness
- **Brown**: often associated with earthiness, reliability, and comfort



5. REVIEW OF THE LITERATURE:

COLOUR IN FASHION: EFFECTS ON PERSONALITY: The author Jonathan E. T. Kuwornu-Adjaottor assists this paper is purposed to identify major ways in which fashion designers in tertiary institutions within Kumasi metropolis use colors for their fashion objects and the effects of the colors on their clients. The outcome of the article is that, those factors with high ranking the idea of attraction is the most outstanding factors that respondents consider

for the use of colors in fashion. the concept of charming and invoking spiritual powers, correcting figure faults followed by the idea of therapy are the factors least considered for use of colors in fashion.

THE PSYCHOLOGY OF CLOTHING: Meaning of Colors, Body Image and Gender Expression in Fashion**:** In the view of author **Duje KODZOMAN,** the aim of this review was to provide a concise and succinct literature overview of over twenty empirical studies of the above-mentioned concept. The psychology behind clothing is classified into 3 thematic categories in this paper: a) the meaning of colors in clothing psychology; b) the socio-psycological impact of clothing; and c) gender (in)equality regarding clothing. This article provided an overview of the development of interdisciplinary field of fashion design and psychology, finally it provided a comprehensive list of theoretical approaches that show how clothing choices affect, reflect and express something about the user and ourselves.

THE PSYCHOLOGICAL EFFECT OF FASHION COLOURS COLLECTIONS AND FASHION ORIGINALITY: AN EXPERIMENT ON FASHION DESIGNPROGRAM STUDENTS: The author Rehab **Ragab Mahmoud Hassaan,**applied an experiment on fashion design program students, the objective of the experiment is to measure the effect of several fashion colour collections on the student's psychology, The results indicated the tendency of fashion students toward the rainbow flat coloured ribbons as an approach to create a new trend of Arabic abaya, fashion in general represent an indicator of community desire and consideration toward change and developing.

COLOR PSYCHOLOGY: The author **Aryaf Alnasuan**assists in this paper, the researcher will facilitate the impact of color on many aspects from different culture views. The perception of colors, Cultural reference, Verbal and nonverbal influence. Visual perception is the ultimate outcome of a long process of mental interpretation of cues received. In this sense, color affects the user's perception of the architectural space.

COLOR PSYCHOLOGY IN FASHION RETAIL: The author **Vandana** point of view the objective of article is to know about the color psychology and brand image, consumer buying behaviour, Hue, Marketing, Saturation, Value in fashion retail. Research has shown that color will have an impression on the retail expertise. Up to ninetieth of initial impressions concerning merchandise area unit supported the colour of their packaging.

RESEARCH ON COLOR APPLICATION OF ART-DECO STYLE: The authors Chao Huang Nankai, Liyuan Hu Nankai, states that, this article is based on the overview of Art-Deco style and its color characteristics, and through the discussion of actual application situation of Art-Deco style in different design fields, The outcome of the article deals with the color matching of Art-Deco style and the application analysis of Art-Deco color in different design fields. It then discusses and explores the color characteristics of Art-Deco style and how to better apply them to the design of Dolce & Gabbana brand flagship store.

COLOR PSYCHOLOGY AND ITS INFLUENCE ON CONSUMER BUYING BEHAVIOR: A CASE OF APPAREL PRODUCTS: The author Maria Carina Casas, Dr. Justine Chinoperekweyiassists , the article submits that color psychology is one of the main features that determine consumer behavior in the apparel market, and it also come across about , Emotional Influence, Intellectual Influence of color on consumer behavior. The outcome of the reviewed article is that Color psychology plays a bigger role in affecting consumer-buying behavior in such a way that choosing the right colors to incite desired emotions from customers will then convince the customers more into buying the products.

CURRENT RESEARCH DEVELOPMENT IMPACT OF COLOR ON MARKETING: The author **Satyendra Singh** assists that this article reviews the literature relating to color psychology in the context of marketing, highlights inconsistencies and controversies surrounding the color psychology, and, examines the impact of colors on marketing. Research relating to choice of colors should be conducted and concluded before launching a product, as the wrong color choice can have negative impact on the image of the product and the company.

COLOR PSYCHOLOGY: EFFECTS OF PERCEIVING COLORON PSYCHOLOGICAL FUNCTIONING IN HUMANS: The authors Andrew J. Elliot and Markus A. Maier tells that here we review theoretical and empirical work that looks beyond color aesthetics to the link between color and psychological functioning in humans. And the hue, achievement, attraction, consumer, food of color functioning in humans. The outcome of review herein has necessarily been selective, given the breadth of research in this area, but a clear take-home message is that color is about more than aesthetics—it can carry important information and can have an important influence on people's affect, cognition, and behavior.

AN EXPLORATORY STUDY ON COLOUR PSYCHOLOGY IN MARKETING: A TECHNOLEADERSHIP PERSPECTIVE: The author Prof Dr.C.Karthikeyan, Ms. Reeja Joy*** tells that the objective is to understand the importance of Colour Psychology Applications in Marketing Strategies , to evaluate how and what are the colours that impact on the consumers in influencing their buying behaviour , to find out the latest developments in the application of colour psychology in marketing. however, it has fairly limited research achievements. "The ―prudent use of colours can contribute not only to differentiating products from competitors, but also to influencing moods and feelings – positively or negatively – and therefore, to attitude towards certain products".

PSYCHOLOGY OF COLOR: SIMILARITIES BETWEEN ABSTRACT AND CLOTHING COLOR PREFERENCES: The author **Charlene Lind** tells here about the objectives of the article that is to determine the subjects' order of preferences for abstract color and clothing color. Findings support the importance of both biological and social factors influence on color preferences. Knowledge of color preferences is useful for planning colors of consumer products, but color preferences may be product specific.

PSYCHOLOGY OF COLORS IN MARKETING: A DATA ANALYSIS OF GREEK HISTORICAL ADVERTISEMENTS The authors **Halkiopoulos , C., Antonopoulou , H., Gkintoni , E., Koumparelis ,** A. assists that the main purpose of this paper is to analyze the most popular methodologies and algorithms to segment and classify a series of the most symbolic, popular and emblematic historical Greek advertisements based on topics of alcohol and perfumes according to color that is being used in them. The outcome of the review is that , color is vital to the communication and relationship building process to both consumers and brands. In general, color in marketing can trigger an emotional response and influence consumers' cognition about how the product presented can be familiar to their personal style or temperament.

THE PSYCHOLOGY OF COLOR: The author **Kalyan V. Meola**tells that does the color effect our emotions and also how the color influence our lives. The author concludes that"Life is a condition alternating between excitation, destruction, and unbalance [followed by] reorganization equilibrium and rest. , I conclude that yes, color has a definite affect on our emotions and our perception of the world.

THE SCIENCE OF STYLE: IN FASHION, COLORS SHOULD MATCH ONLY MODERATELY: The authors Kurt Gray, Peter Schmitt , Nina Strohminger , Karim S. Kassam convey that in this study, we provide an empirical approach to this key aesthetic domain, examining the link between color coordination and fashionableness. The outcome of the Study reveal a robust quadratic effect, such that that maximum fashionableness is attained when outfits are neither too coordinated nor too different.

THE EFFECTS OF COLOR ON THE MOODS OF COLLEGE STUDENTS: The authors **Sevinc Kurt and Kelechi Kingsley Osueke** assists that, this research was undertaken to find out how individuals react when in an enclosed, colored space; to discover the psychological effects of colors on individuals, using the students' union complex in a university campus. This research would contribute to understand more about colors and how they affect our feelings and therefore to make better decisions and increase the use of spaces when choosing colors for different spaces to suit the purpose for which they are designed.

COLOUR AND FASHION TRENDS RELATING TO DRESSING STYLE AMONG RURAL COLLEGE STUDENTS: A CASE STUDYTEXTILES& FASHION RESEARCH : The authors **Dr.Janetius, Ms. Shenbagam, Ms. Shilpa,** conveys the purpose of this study is to evaluate the dress colour and dressing style preference of rural adolescents, fashion and rural youth, gender and fashion trends. It concludes that the study conducted among college students from rural areas of Coimbatore and nearby districts to examine the dress colour choice and fashion trends suggest that there are considerable gender differences in fashion consciousness, colour preference and choice of dress on different occasions.

FACTORS INFLUENCING COLOURS IN CLOTHING SELECTION: The author Adebisi, T.T., Abdulsalam, A.O. conveys that study is all about clothing, color ,factors influencing

colors in clothing selection of female adolescents in Ilorin West, Kwara-State, Nigeria. And also the objective is to Identify demographic characteristics of the female adolescents, Assessed peer group as it influences colours in female adolescent clothing selection, and to Examine social media as a factor that influences colours in female adolescents in clothing selection in the study area. It was concluded that r espondents should decide how they are going to apply colours of design to achieve their desired-look for specific task effectively no matter the factors that may influence them in their location.

WHAT COLOUR SHOULD I WEAR? HOW CLOTHING COLOUR AFFECTS WOMEN'S JUDGEMENT OF OTHER WOMEN'S BODY ATTRACTIVENESS AND BODY SIZE.: The authors Nimreth Sidhu, Chloe Qualter, Emily Higgs, KunGuo conveys that Research has indicated that female body perception and associated body-viewing gaze behaviour in women viewers can be influenced by a variety of internal and external factors (e.g., own body satisfaction, clothing style, and viewing angle). Taken together, it seems that the clothing colour and its contrast with skin tone play valuable roles in mediating women's body perception of other women. This would have practical implication to areas such as fashion design and personal body image management or intervention in our modern multiculture society.

COLOR AND SHOPPING INTENTIONS: THE INTERVENING EFFECT OF PRICE FAIRNESS AND PERCEIVED AFFECT: The authors Barry J. Babina,*, David M. Hardestyb , Tracy A. Suterc assists that in this article depict varying consumer reactions with the three-way congruence between a store's environmental cues, consumers' cognitive categories representing known store types, and salient situational shopping motivations. However ,the objective is to identify the Atmosphere; Color; Retail patronage; Shopping emotion of the consumers. The results suggest that the effects of environmental and price cues are mediated by consumers' cognitive and affective associations.

COLOR AND ITS IMPACT ON PEOPLE IN THE WORKPLACE: A SYSTEMATIC REVIEW: The author **Hamed Amani ,Seyed Hossein Shojaei , HemnZarei**conveys that were a good work environment is a place where one can feel relaxed and focused. In the field of environmental psychology, color is one of the environmental factors that greatly influence human perception and behavior. The purpose of this systematic review study was to investigate the effect of color on work environment. The outcome is that Color perception, color ergonomics, color psychology, color effect, The results showed that color has a significant effect on emotions (eg mood), well-being (eg stress, comfort, well-being) and performance (eg productivity, creativity).

6. FINDINGS AND SUGGESTIONS

6.1 Summary of Findings:

- The majority of the respondents in the study were female (72%) and the remaining were male (28%).

- The age group with the most respondents was 21-25 years (88%), followed by 15-20 years (8%), and the least respondents were in the age group of 31 and above (4%).

- Most of the respondents (88%) felt that colour is important in fashion.

- A majority of the respondents (80%) felt that colour has an effect on personality.

- The top reasons for considering fashion among the respondents were comfort ability (40%), a way to express themselves (32%), and looking cool and hip (16%).

- Most of the respondents felt black is there favourite colour and they look classy in it when they ware.

- The majority of the respondents (68%) felt that their dressing style made them unique in fashion.

- A majority of the respondents (56%) were willing to pay a premium price for clothing based on color.

- The most preferred type of color among the respondents for fashion was solid colors (32%), followed by pastel and multi-colors (24%).

- The most significant demographic factor influencing color choices among the respondents was parental influence (36%), followed by mass media and others (24%), and peer group influence (16%).

- A majority of the respondents (56%) felt that culture influences the colors they wear.

- A majority of the respondents (48%) felt that the color of their clothing affects their mood, behavior, emotions, and the way they feel.

- Most of the respondents (76%) had experienced buying a clothing item in their favorite color on impulse and later regretted the decision.

6.2 Suggestions:

- Based on the finding that a majority of the respondents were female, future studies should focus on producing more equal number of male and female products while producing.
- The finding that most of the respondents were in the age group of 21-25 years suggests that the study may have a bias towards a younger age group. Future studies should consider recruiting a more diverse age range of participants.

- The finding that most of the respondents felt that color is important in fashion can be used by clothing brands and retailers to focus on incorporating a variety of colors in their collections.
- The finding that most of the respondents felt that color has an effect on personality can be used by fashion designers to create clothing collections that evoke specific emotions or feelings through the use of color.
- The finding that the top reasons for considering fashion among the respondents were comfort ability, self-expression, and looking cool and hip can be used by fashion brands to target their marketing and design efforts towards these specific aspects.
- The finding that most of the respondents felt that their dressing style made them unique in fashion can be used by fashion brands to encourage customers to develop their own personal style through their clothing choices.
- The finding that most of the respondents were willing to pay a premium price for clothing based on color can be used by clothing brands to justify higher prices for clothing items that incorporate unique or trendy colors.
- The finding that the most preferred type of color among the respondents for fashion was solid colors suggests that clothing brands should offer more solid color options in their collections.
- The finding that parental influence was the most significant demographic factor influencing color choices among the respondents suggests that clothing brands should target their marketing efforts towards parents.
- The finding that most of the respondents felt that culture influences the colors they wear can be used by clothing brands to design collections that are reflective of specific cultures or cultural trends.
- The finding that most of the respondents felt that the color of their clothing affects their mood, behavior, emotions, and the way they feel can be used by fashion designers to create clothing collections that evoke specific emotions or feelings through the use of color.
- The finding that most of the respondents had experienced buying a clothing item in their favorite color on impulse and later regretted the decision suggests that clothing brands should focus on creating high-quality clothing items that customers will appreciate in the long term.

CONCLUSION

In conclusion, the data analysis and interpretation of the study shows that color plays an important role in fashion for the majority of the respondents. The study also found that the age group of 21-25 years had the most respondents and majority of them were female. The study also found that the majority of the respondents felt that color has an effect on personality and their dressing style made them unique in fashion. Additionally, most of the respondents were willing to pay a premium price for clothing based on color and the most preferred type of color was solid colors.

Furthermore, the study found that parental influence was the most significant demographic factor influencing color choices among the respondents and most of the respondents felt that

culture influences the colors they wear. Lastly, the study found that most of the respondents had experienced buying a clothing item in their favorite color on impulse and later regretted the decision. These findings suggest that future fashion brands should focus on incorporating a variety of colors in their collections, targeting their marketing and design efforts towards specific aspects such as comfort ability, self-expression and looking cool and hip. They should also focus on creating high-quality clothing items that customers will appreciate in the long term.

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Demographic Indicators and Efficiency of Resource Management as Factors of Sustainable Development

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ABSTRACT

Population is the main factor in the successful development of any country. The peculiarity of the population is that it is constantly being restored in the process of reproduction of life and is in a state of self-development, which is the main component of any society.

Population growth plays a key role in the development of the modern crisis caused by the incompatibility of a large population and techno genic civilization with the stability of the Earth's biosphere.

Studying the size, composition and dynamics of the population makes it possible to evaluate the socioeconomic development of the country and its trends. These indicators dictate the necessary measures to neutralize negative processes in the structure of the population and strengthen positive trends in its development. Population growth, depletion and limited resources lead to the deterioration of the economic condition and excessive pollution of the environment. In this framework the efficient management of energy resources is of particular importance as an essential element of sustainable development processes both at national and regional levels.

The sustainable development case is being discussed in many aspects within various scientific fields. Scientists conducting research in the field of sustainable development are studying the impact of population on sustainable development and want to reveal more detailed information about this relationship. This article provides a description and dynamics of the population, which is considered one of the main factors for the successful development of any country, its constant renewal in the process of life reproduction and self-development, which is the main component of any society.

This article discusses the challenges of increasing population growth and ensuring adequate energy resources. This mismatch and imbalance create certain contradictions in this direction and require the development of new management methods and possibly new research opportunities. As a result, it is asserted that developed countries must move towards zero greenhouse gas emissions and implement strategies to eliminate the harmful effects of human activities on the environment. Therefore, it is time to reconsider the ways of production and consumption of life support resources. This study presents a systematic approach and theoretical analysis of the problem under investigation. The systemic approach and indicators of theoretical analysis showed that demographic characteristics and consumption levels are important factors influencing the success of sustainable development goals. The study concludes that in order to rely on sustainable socio-economic development in the future, it is necessary to balance control over population growth, resources needed to support the population, and the environmental situation in the region.

Sustainable development it is such a development in order to fulfill the human needs and to ameliorate the quality of human life. That is the main reason why it should be based on a more effective and environmental uses of all of the insufficient resources of the society, such as, the natural, the human or the economic resources. As a result, developed countries must move to zero greenhouse gas emissions and implement strategies to eliminate the harmful effects of human activities on the environment. Thus, it is time to reconsider the production and consumption methods of life support resources. This work presents a systematic approach and theoretical analysis of the stated problem. Comparative analysis showed that demographic characteristics and consumption levels are important factors influencing the success of the implementation of sustainable development goals. It is necessary to balance three factors: control over population growth, the resources necessary to provide the population, and the ecological situation in the region to count on sustainable social and economic development in the future.

Keywords: sustainable development, demographic indicators, energy resources management, strategy, world population, sustainable development indicators

Introduction

The "sustainable development" as a concept was introduced by the Brundtland Commission in 1987 as development which meets the needs of the present generation without compromising the ability of future generations to meet their own needs. This concept reflects the importance of the current stage of societal development and the problem of resource constraints associated with exhaustibility, and with the interdependence between society and the biosphere. However, the civilization created by mankind has not yet reached the level at which it could replace the natural environment. Currently, humans increasingly feel disconnected from nature, and the threat to the vital interests of future generations is becoming more acute and serious. The solution to these problems can only be achieved through a transition of society to new principles through the concept of sustainable development, which involves harmonious, orderly dynamics of society in conjunction with its co-evolution with nature.

This circumstance is compounded by the increasing global population, which has a negative impact on the life-supporting potential of our planet. These interacting processes affect the use of the atmosphere, land, water, energy, and other resources. In this regard, there is a close relationship between demographic trends and sustainable development indicators. It is necessary to develop strategies to reduce the negative impact of anthropogenic activities on the environment and the negative impact of climate change processes on the population of the countries around the world.

Goals are:

a) ensure that demographic trends and energy supply factors are considered in the context of the sustainable development of the Caspian countries;

b) correlation between population dynamics, development of energy-efficient technologies, and the amount of greenhouse gases emitted into the atmosphere;

c) monitoring the process of managing emissions of gases into the atmosphere, which is the main indicator of sustainable development;

d) Assess the level of threat to the population living in environmentally disadvantaged areas and large urban centers in order to determine priority areas of activity at all levels.

Theoretical framework. The study is based on classical developments in sustainable development, which are presented in the works of such authors as R. Carson, M. Strong, D.H. and D.L. Meadows, G.H. Brundtland, N.N. Moiseev, A.D. Ursul, D.D. Wulfson, V.M. Bautin, R. Lenoir, B. Schneider, E. Pestel, D. Hicks, N. Stern, V. Donchev, N. Desai, E. Weizsacker, Ban Ki-moon, and others. The theoretical foundations and strategy of sustainable development in Azerbaijan are reflected in state policies and programs, as well as in the works of academician U.K. Alakbarov and other scientists.

Method. The methodological basis for solving the tasks set has become use of system analysis, historical and chronological, comparative methods, as well as the statistical method of data analysis.

Findings and discussion.The concept of sustainable development has undergone various developmental phases since its introduction. The historical development of the concept saw participation of various organizations and institutions, which nowadays work intensely on the implementation of its principles and objectives. "Sustainable development is development that

meets the needs of the present without compromising the ability of future generations to meet their own needs. [5]"

The new Agenda is guided by the purposes and principles of the Charter of the United Nations, including full respect for international law. It is grounded in the Universal Declaration of Human Rights, international human rights treaties, the Millennium Declaration and the 2005 World Summit Outcome. It is informed by other instruments such as the Declaration on the Right to Development. This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. All countries and all stakeholders, acting in collaborative partnership, will implement this plan [9].

The 17 Sustainable Development Goals and 169 targets demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental [9].

As noted above, one of the key concepts that determine the trends in the development of the global and national economies, the priorities of state regulation, has become the concept of sustainable development. This concept is an integrated approach that stimulates a more efficient use of various types of resources in order to improve the overall well-being of the world's population. A sustainable type of development is accompanied by a raise in socio-economic efficiency with an increase in the degree of rational use of resources in order to preserve them for future generations. Sustainable development is also a tool capable of responding to many of the global challenges of mankind, including those related to climate change. The 27th UN Climate Conference, recently held in Egypt, once again drew attention to this global challenge for humanity [10].

The situation with ensuring successful sustainable development is aggravated by the constant growth of the population, which, according to the UN Population Program, has reached 8 billion people by the end of 2022.Against the background of a significant increase in the average per capita resource consumption as a whole and the sharp disparities in income and consumption that are observed both between countries and within many countries, population growth generates many economic and social problems, including uncontrolled migration [3].

The solution to modern challenges to sustainable development can be the concept of ecological civilization, first proposed in 1998 [4]. The basis of ecological civilization is the planning of demographic processes, the formation of an appropriate culture of consumption and lifestyle, in addition, the application of the principles of a green economy. At the same time, a high culture of consumption and lifestyle is not limited to the principles of reasonable sufficiency, but also takes into account the application of modern achievements in various areas of science to ensure demographic stability in general and ensure the health and longevity of the population [5]. This article attempts to assess the possibility of applying the principles of demographic stability and resource efficiency on the example of the Caspian countries.

As can be seen from the data in the table, the average annual population in 2021 was the highest in the Russian Federation. However, the negative values of natural increase indicators that take place indicate a low birth rate and high mortality. The Central Asian countries have high rates in terms of average annual population, natural increase, birth rate and death rate. In these countries, type II natural increase (traditional type) - with the traditional type of natural increase, a high birth rate, average mortality, and a high growth rate are observed. The natural increase here is quite high.

Country	Population Mid-2021 (millions)	Per 1000 population			Infant mortality rate (per 1000 live births)	Life expectation at births (age, years)	
		natural increase	births	deaths		men	women
Azerbaijan	10,1	3,5	11,2	7,7	7,5	71	76
Kazakhstan	19,0	13,0	22,0	9,0	7,0	69	78
Turkmenistan	6,1	17,0	24,0	7,0	32,0	65	72
Russian Federation	145,8	-5,0	10,0	15,0	4,5	66	76
Iran Islamic Republic	85,0	9,0	14,0	5,0	6,0	76	78

Table 1. Main demographic indicators of the Caspian countries in 2021[3]

The world population is increasing mainly due to these countries, however, in terms of the number of children dying under the age of 1 year per 1000 live births, it is quite high, unlike other countries. Turkmenistan-32.0 Kazakhstan-7.0. The highest rates of life expectancy at birth in the countries of Central Asia are in Kazakhstan (men - 69, women - 78). Estimates are observed in Turkmenistan. In the Russian Federation (men-66, women-76). Life expectancy at birth in Azerbaijan is 69 years for men and 78 years for women. The analysis of the presented indicators shows that women are characterized by a higher life expectancy. Consequently, in the nearest years, the growth and dynamics of the population will increase. In this situation, the problem of providing the population with life support products is of particular relevance. This applies not only to food products, but primarily to energy resources[2].

As noted above, natural resources are limited, their consumption must be rational, but in the context of constant population growth, this is almost impossible to realize. The 20th century is characterized by the largest increase in world population in the history of mankind, as a result of which, over the past 50 years, more resources have been expended than in all previous periods.

Energy, as a universal measure of all types of human activity, is used when considering the demographic history of civilization. Inequality in the use of energy resources causes inequality in the standard of living of people and a large discrepancy in demographic indicators. The continuous increase in energy production by mankind is accompanied by an increase in the world population. In this regard, energy efficiency indicators are the most informative [5] .

Energy efficiency is a set of organizational, economic and technological measures aimed at increasing the importance of the rational use of energy resources in all areas of activity. In this regard, energy efficiency is becoming a more important policy priority in many countries around the world, as it is the most cost-effective and affordable means of addressing many energy supply problems, including energy security, the socio-economic consequences of high energy prices and climate change concerns.At the same time, energy efficiency improves competitiveness and promotes consumer welfare. Energy indicators are an important tool for analyzing the interaction between economic and human activities, energy consumption and carbon dioxide (CO_2) emissions. All data are given in kilowatt-hours. To calculate this indicator, data on the total electricity consumption of each country for the year, divided by the

size of its population, are used. The indicator is calculated according to the method of the International Energy Agency, based on data from national statistics and international organizations. This indicator includes energy generated by thermal, nuclear, geothermal and hydroelectric power plants. In order to summarize all these types of energy, they are expressed in a universal unit of measure - kilowatt-hours. A kilowatt hour is the amount of energy produced or consumed by a one kilowatt device in one hour. The statistics are taken from the World Bank website (Electric power consumption (kWh per capita) report), which, in turn, used data from the International Energy Agency, a specialized organization in this area, as a source.

Country	**1965**	**2021**	**Energy use per person**	
			Absolute Change	**Relative Change**
Turkmenistan	1985 44,113 kWh	72,870 kWh	+28,757 kWh	+65%
Russian Federation	1985 66,839 kWh	59,581 kWh	-7,258 kWh	-11%
Kazakhstan	1985 50,814 kWh	41,673 kWh	-9,141 kWh	-18%
Azerbaijan	1985 35,244 kWh	17,924 kWh	-17,319 kWh	-49%
Iran Islamic Republic	3,899 kWh	39, 824 kWh	+35,925	+921%

Table 2. Per capita energy consumption [3]

As can be seen from the data in Table 2, the energy efficiency values are given in the period from 1985 to 2021, in some countries since 1992, i.e., since the beginning of independence. In all the cases presented, the energy efficiency indicators in the period from 1985-1992 are the highest. This is due to the transitional stage of the economy, with the prevalence of obsolete technologies and equipment, which contributed to an increase in greenhouse gas emissions into the environment. In this case, the consumption and production of energy at a certain, specific stage of the development of society is determined by the level of development of this society in its technological and economic aspects. In connection with integration into the world economy, the use of modern achievements of technological progress, the fulfillment of the obligations of the Kyoto Protocol of 1997, the Paris Agreement of 2015, the use of innovative green technologies, energy-saving equipment (modern LED lamps, innovative energy efficiency technologies, smart control networks for energy-independent lamps, equipped with a generation system based on renewable energy sources), etc. led to a significant decrease in these indicators by 2 or more times and the achievement of positive dynamics in this direction. The opposite trend is observed in Turkmenistan and Iran Islamic Republic. Thus, in the period from 1985 to 2021, energy efficiency indicators have increased significantly, as a result of the provision of free use of energy resources to the population since 1993, because at the end of the last century, gasification of settlements in Turkmenistan reached 99%, so almost the entire population of the country uses network or pipeline natural gas.

According to the World Bank statistics one of the sustainable development indicators based on the comparative assessment of national GDPs (USD with purchasing power parity, PPP) produced with using of one unit of energy (equivalent of energy contained in one kg of

oil. One barrel contained 136 kg of oil). This is very important sustainable development indicator, which provide with economic and ecological information which is also influenced on social indicators.

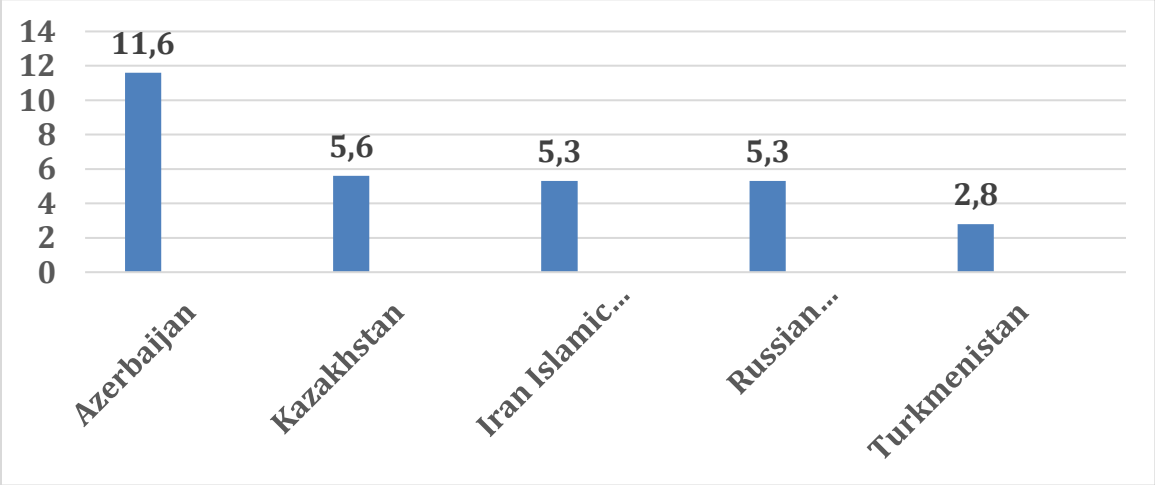

Chart 1. Caspian countries: GDP (USD with PPP) per unit of energy used (equivalent of energy of the one kg of oil), World Bank [4].

Carbon dioxide emission as one of the factors in selecting the paths of energy development. Carbon dioxide is the most important greenhouse gas, the content of which in the atmosphere, along with methane, water vapor and other less important components in this respect, determines the average temperature of the earth's surface. Since the effect of global climate change can have catastrophic consequences up to the complete death of civilization, and anthropogenic emissions of carbon dioxide, methane and number of other gases are considered as one of the main versions of the causes of the observed changes, this problem is now receiving very close attention [7]. The seriousness of the climate change problem prompted the governments of most countries to sign the Kyoto Protocol in 1997 on the limitation and partial reduction of greenhouse gas emissions. The main point was to reduce carbon dioxide emissions, the vast majority of which is produced by the global energy sector by burning fossil carbon fuels. Nowadays, 150–170 billion m^3 of hydrocarbon gases are emitted into the atmosphere or flared during the oil and gas production process at several thousand fields in the world, which is approximately 4–5% of their world production. But, despite all the efforts made the volume of flaring of associated gases is not decreasing. The data in the table shows CO2 indicators for the Caspian littoral countries.

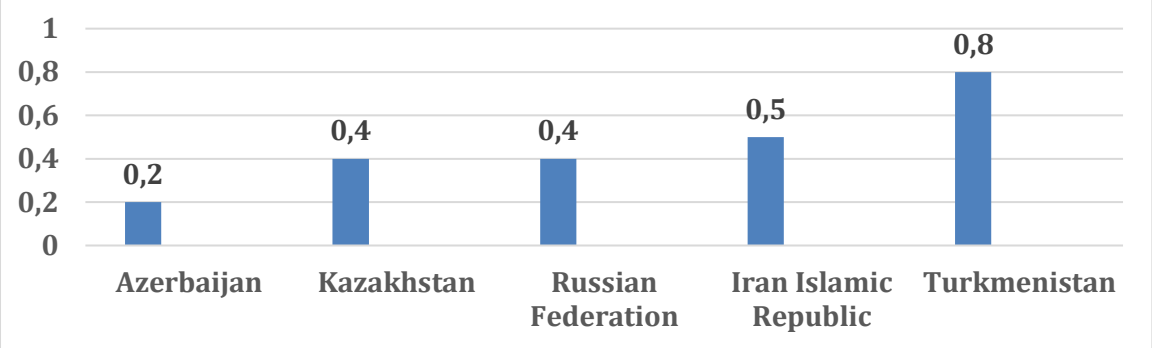

Chart 2. CO_2 emissions per unit of GDP (USD with PPP) produced in Caspian countries [11]

The data in the table shows CO2 indicators for the Caspian littoral countries (chart 2). As can be seen from the data presented on the Chart 2 the Russian Federation emitted 0,4 kg CO_2 for each USD PPP GDP. For the same GDP value, the Iran Islamic Republic emitted 0,5 kg, Kazakhstan 0,4 kg, Turkmenistan 0,8 kg. The Azerbaijan is characterized by the lowest rates - 0,2 kg per one USD GDP. Developing the agreements of the Paris climate agreement, it is necessary to move to an economy with net zero emissions of greenhouse gases.

The idea of energy efficiency is also a consequence of the emergence of elements of the "green economy". Thus, according to the energy agency, by 2040 in the most probable scenario of financial markets and banking assets will grow from 13.9 billion toe. to 17.7 billion toes, while the share of coal and oil in the global energy balance will decrease from 81% to 74%, the volume of low-carbon energy production in China, OECD countries and India will significantly increase [6]. According to the BP Statistical Observation of World Energy, there is also a steady consumption of growth energy from energy sources [6].

Conclusions and Recommendations. Indicated by the President of Azerbaijan, Mr. Ilham Aliyev, on February 2, 2021, Azerbaijan is implementing the program "Azerbaijan 2030: the priority level of socio-economic development". according to the program of the five priorities of the socio-economic development of the country, which should be implemented in the next decade. The use and use of green technologies as a sustainable strategy for the sustainable development of Azerbaijan acquires a special role in the implementation of the program.

Thus, in the near future it is necessary to actively introduce innovative technologies to improve the indicators of rational environmental management, such as the energy efficiency of production and the culture of consumption, which happened to overcome the current crisis. The role of energy efficiency in achieving net zero emissions in the energy sector by 2050, include an examination of the crucial of efficient appliances and equipment, as well as all major energy efficiency net zero milestones in buildings, transport and industry.

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Internationalization, Extension and Dialogical Construction of Knowledge in Latinamerica

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ABSTRACT

The main challenge of Latin American higher education institutions is to promote new and better strategies for cooperation, internationalization and university quality, expressing from their identity the mission of doing with other actors, relocating their role as social actors and contributing to reduce the gap between countries. in terms of development. The internationalization of extension services presents the challenge of designing strategies and actions that integrate extension as an exceptional function of the university within the internationalization of higher education institutions. Multiple concepts are associated with the term "extension" and its consideration is somewhat ambiguous.

Extension processes and products contribute to the emergence of the comprehensive internationalization of higher education institutions as a response to the neoliberal globalization underway. However, this challenge is complex due to the diversity of concepts and ways of understanding university extension and therefore, of the actions promoted by university institutions. The debate on the definition of extension in universities is also crossed by internationalization from a regional perspective, in view of the dynamics of production and dissemination of knowledge that are generated in the region, establishing a marginal role in the agendas of scientific communities. In this complex and changing context, extension should be considered as a critical and dialogic process that seeks to transcend exclusively technical training and promote an extensionist perspective focused on social transformation. A role that transcends the mere work of the actors in the internationalization processes and that should promote the debate on how the university relates to society within the framework of the co-production of knowledge and collective reflection.

The extension proposals in many of the Latin American universities assume a marginal role because they are limited projects in each call, with groups of teachers, and with a conception and dynamics, in many cases, still assistance and knowledge transfer, rather than of collective reflections and dialogic construction of knowledge.

KeyWords: Latin-American universities, Internationalization, Extension and Dialogical Construction of Knowledge

Introduction

The macro trends of world higher education are advancing strongly in the processes of integration and internationalization, post-graduation and the virtualization of educational processes. This last topic has been considered sensitive in the scenario of the global pandemic COVID 19 and in the post-pandemic scenario. Over the past two decades, there has been an exponential increase in all forms international academic mobility: student and academic, programs and providers, policies and regulations, and the universal exchange of knowledge, ideas, values, and culture. The diversity in modes and forms of mobility is unprecedented (Knight,

The global landscape of higher education has changed significantly in the last 25 years due to increasing internationalization driven by factors such as increased student mobility, expansion of branch campuses, validated degree programs, franchising, and joint ratings. The internationalization of higher education is seen as a response to the opportunities and challenges of globalization, and is understood as essential for the economic and social well-being of a nation and its citizens. The predominant characteristics of global higher education that presents a clear trend towards privatization and commodification are exposing the globalization of processes, internationalization, post-graduation and virtualization of educational processes.

At the international level, academic trends coexist, such as the flexibility of the curriculum, the granting of intermediate degrees, the shortening of careers, educational models based on competencies, the increase in virtuality that tends to education without borders, the permanent and continuous education throughout life, interdisciplinary work, international study plans, recognition of studies carried out through credit systems, and the rise of foreign language certifications.

Internationalization

The internationalization of higher education is a phenomenon that has existed since the emergence of universities, but it intensified in the second half of the 20th century. In the 1990s, internationalization policies were implemented and agreements were signed between institutions from different countries, attendance at international conferences and participation in academic networks and alliances were encouraged. Higher education institutions are encouraged to participate in internationalization activities for different reasons, such as the search for income, the complementation of the educational offer, the improvement of competitiveness, prestige and strategic alliances. In Europe, academic internationalization is framed in the process of economic and political integration promoted by the Bologna Process. These activities are oriented towards European institutions, but can be applied to international programs in other regions, especially Latin America.

At first glance, it is possible to recognize two major opposing trends in the literature on the internationalization of higher education, in tension, one oriented towards the market of an exogenous nature, and another of an endogenous nature that refers to internationalization of solidarity. In the first perspective, with an Anglo-Saxon perspective, internationalization constitutes an almost hegemonic paradigm, which is linked to the logic of the market, responds to the logic of North-South cooperation, and is guided by supranational extra-regional organizations such as the World Bank. and the World Trade Organization (WTO),

internationalization is subscribed within the framework of the challenges of higher education in the context of economic globalization and the liberalization of markets (Ramírez, 2017). The World Trade Organization and the OECD recognize Higher Education as a commercial good, and therefore, subject to market rules.

De Zan, et al (2011) suggests that internationalization in the academic-curricular approach refers to the pedagogical and curricular policies and strategies of universities that seek to take advantage of globalization and improve the quality of their teaching, research and projection functions. social. Its objective is to overcome social, linguistic and cultural borders to achieve a joint use of knowledge. This idea focuses on internationalization in the formative dimension of the university and is a commitment of the institutions in the globalized society to train students capable of competing in the international arena. Training in professional skills, according to the author, constitutes one of the alternatives to respond to internationalization in the academic-curricular approach.

On the other hand, the ideas linked to internationalization at home, horizontal and supportive (Didou Aupetit (2007); Siufi, (2009); De Wit, (2011), are based on institutional development and strengthening and quality improvement of higher education in a broad and horizontal conception (Ramírez, 2018).The internationalization of higher education is defined by Knight (1994, p. 2) as the process of integrating an international and intercultural dimension in the functions of teaching, research and service of the institution", alluding not only to the international projection but also to interculturality (Ramírez, 2017). Yarzábal (2005) argues that, although the internationalization of Higher Education is an old phenomenon, there are different academic, political, economic, and socio-cultural motivations that give it meaning, since the different actors involved decide the emphasis and intensity that each one of the motivations that establish the internationalization of Higher Education acquires.

We live in an era of increasing provision of knowledge and recognition of the diversity of viewpoints, perspectives evaluations, possible risks and recognized areas of ignorance or knowledge deficits. With the amplification and multiplication of the available expertise, decision making evolves towards an uncertain bet on the future. In recent decades, scientific claims to social accountability and truth have been increasingly subjected to criticism, as the uncertainty and loss of social trust (Vessuri, 2013).

2. Educational Integration

2.1 MERCOSUR Educational

MERCOSUR has the MERCOSUR Education Sector (SEM) for the configuration of regional education policies. The SEM is made up of different bodies such as the Regional Higher Education Coordinating Commission (CRC-ES), the Postgraduate Work Group, the Degree Recognition Work Group, etc. Actions in higher education focus on three axes: recognition or accreditation, mobility and inter-institutional cooperation. In practice, the advances in higher education policies have been incremental, beginning with the field of accreditation and have evolved towards mobility programs and inter-institutional cooperation.

Perrota (2015) argues that the regional integration processes underway in South America are promoting policies for the internationalization of higher education through agreements such as

the Southern Common Market (MERCOSUR), the Andean Community of Nations (CAN), the Union of South American Nations (UNASUR), the Bolivarian Alliance for the Peoples of Our America - Peoples' Trade Agreement (ALBA-TCP), the Pacific Alliance (Alliance) and the Community of Latin American and Caribbean States (CELAC). These agreements have agendas for higher education and the deepening of these agendas in the last decade has made visible the actions of university cooperation between the governments of the region and the experiences of university institutions. The author identifies at least three internationalization trends of the university in regionalism strategies: one in line with the global trend without questioning it, one that is close to the global trend but questions some aspects, and another that is frankly critical of the global trend. Perrota (2015) differentiates between a Phoenician internationalization and a solidarity internationalization.

MERCOSUR constitutes an agreement whose objective is the institutionalization of educational policies in South America. The MERCOSUR Education Sector (SEM) is the institution in charge of coordinating these policies. Within the SEM there are various agencies and work groups that work on three main axes: recognition or accreditation, mobility and inter-institutional cooperation. The Meeting of Ministers of Education is the highest instance of the SEM and the work is organized by the Regional Coordinating Committee and aims to improve the quality of education, stimulate evaluation and promote mobility and cooperation between universities.

The educational MERCOSUR was an instance of coordination between the Ministries of Education of Argentina, Brazil, Paraguay and Uruguay. In 1992 in Las Leñas, Argentina, the Triennial Plan for the Education Sector in the context of MERCOSUR was approved by the bodies of the Treaty of Asunción and the Regional Coordinating Committee and the Meeting of Ministers were created. This initiative revealed the willingness of the universities of the region to cooperate, above local governments and policies. This Committee has formed working groups of a technical nature in various areas: technological education, higher education, official languages of MERCOSUR and information systems. It was one of the first successful Latin American attempts to converge higher education at the regional level, and it turned out to be a pioneer in terms of the intention to advance in the recognition of titles for professional practice and academic mobility. In the case of MERCOSUR, the program accreditation process began in 1998 with the application of the Experimental Mechanism for Graduate Program Accreditation, called MEXA. This mechanism arises from the actions carried out within the framework of the Cultural and Educational MERCOSUR that began to function from the beginning of the regional bloc, in 1991.

The Association of Montevideo Group Universities (AUGM) has become a network of public, autonomous and self-governing universities from Latin American countries that share similarities in their academic structures and objectives. It was founded in August 1991 to contribute to the strengthening and consolidation of high-level human resources, scientific and technological research, continuous training, university management structures and operations, and interaction with society. Its main objective is to promote the integration process in the region through scientific, technological, educational and cultural cooperation among its members.

Among its objectives are to contribute to the development, strengthening and consolidation of public education, the training of high-level human resources, scientific and technological research, continuing education and interaction with society in general. The AUGM promotes and supports the implementation of postgraduate courses, multi- and interdisciplinary programs, teacher exchanges, investigators, students and managers, programs in strategic areas, projects linked to the productive sector, environmental management programs and plans to preserve and disseminate regional culture. Currently, the AUGM implements a dozen programs, including mobility programs, the Conference for Young Researchers, the Summer and Winter Schools, the Network of Cities and Universities and the University-Society-State International Seminar.

3. Extension

The main challenge of Latin American higher education institutions is to promote new and better strategies for cooperation, internationalization and university quality, expressing from their identity the mission of doing with other actors, relocating their role as social actors and contributing to reduce the gap between countries. in terms of development.

The internationalization of extension services presents the challenge of designing strategies and actions that integrate extension as an exceptional function of the university within the internationalization of higher education institutions. Multiple concepts are associated with the term "extension" and its consideration is somewhat ambiguous. Extension processes and products contribute to the emergence of the comprehensive internationalization of higher education institutions as a response to the neoliberal globalization underway. However, this challenge is complex due to the diversity of concepts and ways of understanding university extension and therefore, of the actions promoted by university institutions.

The debate on the definition of extension in universities is also crossed by internationalization from a regional perspective, in view of the dynamics of production and dissemination of knowledge that are generated in the region, establishing a marginal role in the agendas of scientific communities. In this complex and changing context, extension should be considered as a critical and dialogic process that seeks to transcend exclusively technical training and promote an extensionist perspective focused on social transformation.

A role that transcends the mere work of the actors in the internationalization processes and that should promote the debate on how the university relates to society within the framework of the co-production of knowledge and collective reflection. Like any social process, it cannot be thought linearly and extension has developed as a limit and bifrontal concept. In this sense, thinking of extension as processes that articulate the university with society in a situated and regional manner, with a transforming function, leads to the generation of comprehensive training processes that go beyond the diffusive tradition or transfer of this substantive function of the institutions.

4. Cooperation Networks

University cooperation networks are associations of stakeholders in higher education whose objective is to achieve agreed results through mutual participation and collaboration (Sebastián, 2004). In Latin America, these networks can be promoted by universities or by governments and are tending to be more symmetrical, autonomous in the choice of topics and supported by

communication technologies. International cooperation in universities strengthens regional integration processes and allows the exchange of knowledge between universities and between them and society, and this form of organization in networks is part of its historical ethos.

South-South cooperation networks can contribute to the construction of knowledge of other characteristics, more diverse, plural and representative, which takes into account the needs and realities of the countries and regions of the global South. That is to say, that this historically situated partner. In addition, these networks serve to create scientific and technological capacities in less developed countries, thus strengthening their autonomy and capacity for development.

There is hegemonic knowledge. The idea of hegemony presupposes the inclusion of the qualitative aspects of the conflict of power that underlies capitalist international relations. In the case of the production of knowledge, there would be a hegemonic science that responds to the cognitive problems raised in the central countries. This suggests the existence of center-periphery relations in the production of knowledge, where in a hierarchical international context characterized by asymmetries between centers and peripheries of knowledge, the center concentrates material, cognitive, human, and symbolic resources.

Meanwhile, scientists from the periphery have historically debated between the desire to join the international scientific system and the desire to have their own voice, autonomy to define their profile and legitimacy. This tension is manifested in the tension between social utility and international visibility. Can these two visions be reconciled?

South-South cooperation networks can help break down linguistic and cultural barriers that often hinder the dissemination of scientific and academic knowledge in the international arena by promoting collaboration and exchange between countries and regions with different languages and cultures, these frameworks they could contribute to the creation of a more inclusive and diverse global space, in which cultural and linguistic diversity is recognized and valued.

Undoubtedly, South-South cooperation networks in the production and dissemination of knowledge represent a valuable and necessary alternative to the hegemonic logic of internationalization, since they promote collaboration, exchange, and diversity in the exchanges and production of knowledge.

Knowledge production

Beigel and Sabea (2014) point out that university rankings and scientific journal indexing systems have been established as "two great inventions from the top of the academic system", which draw attention to the dichotomy generated among Argentine researchers who participate in the international circuit and those that do not.

Quiroga (2021) describes the current characteristics of the production of scientific knowledge a social good produced in local and international environments. It discusses the idea of scientific periphery and center and resumes it in local settings, where the product of research and the exercise of free thinking are basically deployed in academic and/or scientific publications that expose the tension between a universal science and a scientific local and the asymmetry of scientific power. This deployment of knowledge exists in the multiple platforms of today's society, such as academic and/or scientific publications that account for scientific production.

Oregioni (2013) highlights that the main imposition is made through the publication system, because researchers with a certain prestige, renowned institutions and the most outstanding universities, are more pressured by the need to publish in certain internationally prestigious journals that establish limits, themes, methodologies, publication styles and knowledge production styles that guide the dissemination of knowledge in alternative publications. The

scientific production of universities has begun to be measured —among other indicators— in Argentina by the results of research published in the formats of scientific articles, books, book chapters, communications in congresses and symposiums, as well as through technical reports. Ricardo Pérez Mora and Judith Naidorf (2015) point out that the current conditions of intellectual production considerably affect creative work and the fulfillment of the social and intellectual function of research teachers. These conditions are characterized by increased competition between peers; hyperproductivity calculated in quantitative terms; the tension between individualization of evaluation and promotion of group work and networks; the bureaucratization of investigative tasks; short-term work and specific projects; the pressure between hyperspecialization and inter, multi and transdisciplinary approaches; the constant search for research subsidies and the pressure generated by carrying out relevant studies.

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Popularizing Science in Assam: from Arunodoi to Bigyan Jeuti

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ABSTRACT

After independence, some organizations were established in India to expand the concept of Science for Society. This concept emphasizes that growth of science can significantly shift human attitudes toward life and Society and science and technology can be used for the welfare of ordinary people. The interaction between science and Society deserves attention as far as the role of the welfare state is concerned. In a welfare state like India, the state has a responsibility to cater to the needs of the people. For that purpose, science and technology are required to be utilized by the state. Along with the state, some science organizations also try to do some work for the betterment of life through using science and technology. These complimentary efforts have been referred to as Science Movement.

The aim of the movement is to disseminate science in the mother language and to form a rational society. Following the footsteps of Bangiya Bigyan Parishad (1948) of West Bengal, in Assam Guwahati Science Society was established in 1953. However, the attempt to popularize science in the mother tongue in Assam began long before, with the publication of Arunodoi in 1846. In 1958, Guwahati Science Society was renamed as Assam Science Society. The organization was formed to spread science consciousness, protect the environment, and build a rational society. It published magazine, several books, pamphlets, and leaflets. Since 1981, the Society is publishing a bilingual science magazine Bigyan Jeuti (Flames of Science). This proposed paper will try to evaluate the history of science popularization in Assam.

Keywords: Science for society, Science movement, Assam, Arunodoi, Bigyan Jeuti

Introduction:

There was an effort made in India throughout the 19th century to socialise science. Side by side, missionaries established schools in various parts of India. Though their primary aim was to spread Christianity, a number of scientific topics were included in the curriculum of those schools. At that time there was no scope to do scientific research in colonial India. Missionaries started to publish books and periodicals as a part of their civilising mission which significantly aided the dissemination of science. Along with these, newspapers and other periodicals played a significant role in explaining scientific concepts to the general public in a manner that was understandable to ordinary people.

Significance of the Article:

The practise of science in the indigenous language was started to develop In Bengal and that was followed by the people of other states that include Assam. The publication of *Arunodoi* in 1846 marked the beginning of the dissemination of science movement in Assam. It was initiated by the missionaries to make science more accessible to people in their own language. Following that, a number of magazines and books were published in the second half of the 19th century in the state of Assam.

One may mention the stray incident of the publication of a translated mathematical text in Assam in the 15th century. In 1434, Bakul Kayastha translated the mathematical text *Kitap Manjari* into Assamese. However, that was an exception. When the British reached the Brahmaputra in the first half of the 19th century, people still believed in many myths. The pupil used to learn the stories of the *Mahabharata*, the *Ramayana*, and the *Upanishad*s in the traditional *pathashalas.* After the introduction of the schools by the colonial ruler, science was added to the syllabus. However, mere inclusion of science had not so much impact on the psyche of the local people.

As the British started to make their rule stronger, they felt the need to form a group of trained people who would work for them and help them to run their business and administration. Even though the colonial government did not does that work on their own. They preferred to support private groups, such as Christian missions and trade companies, to set up schools. Christian preachers, on the other hand, thought that schooling was a great way to spread the Christian faith. Also, they knew that they had to learn the local language to penetrate in the local populace.

So they started to learn the Assamese language. As a result, the *Bible* was translated into Assamese and printed for the first time in 1813. It was the first book printed in the language of Assam. Adam White, a Christian missionary, and his wife Rowe opened a school in Guwahati. Nathan Brown and O.T. Cutter, two missionaries, in 1836, opened another school where Assamese was taught. Starting from Yadia, Cutter set up 14 schools in the Sibsagar area where Assamese was the medium of instruction. In 1836, Nathan Brown and Oliver T. Cutter helped to set up the first modern printing press of the Gutenberg type in Sibsagar, Assam. The establishment of printing press was a big move to disseminate science as the press was used to print periodicals and pamphlets on science in Assamese language.

Thus, books on a variety of scientific topics started to appear in the region. Nathan Brown published Bakul Kayastha's two-volume manuscript, *Kitapat Manjari*, in 1845 under the title of *Padaganit* and *Lilaba*ti respectively. There were more publications on science as the periodical *Arunodoi* started its journey in 1846.

Thus, it should be mentioned that in Assam, the missionary work was intimately connected with the literary and scientific publications meant for the common people. Dr. Maheshwar Neogi, a noted Assamese scholar, has acknowledged that these missionaries

performed an admirable job in rural areas of the country in the 19th century, when the telegraph and trains were not there to access the current news. The Sibsagar Mission Press launched the first Assamese newspaper, *Arunodoi*, in January 1846 in an effort to disseminate international news to the people of Assam. It announced its aim in its first issue that the monthly publication would aim to cover topics like religion, science, and general awareness. Anandaram Kian Phukan, an Assamese officer, who was not a missionary but of immense assistance to the missionaries in this area did a lot for *Arunodoi*. The *Arunodoi* had done a lot to expand the minds of its readers; therefore, the magazine's commitment to science and general knowledge is admirable.

In the second issue of *Arunodoi* magazine, there was an article about how planets change over time. At that time, most people believed in a lot of strange things about space. That article offered scientific explanation of that so-called strange idea. In Europe the theory of geo-centric worldview was challenged by the development in astronomy, whereas the indigenous people of Assam still believed that. The scientific article of *Arunodoi* made them acquainted with the solar system where Mercury, Venus, Earth, Mars, Jupiter, Saturn, and Uranus are the seven planets those go around the sun. To make people understand, a section was formed where detailed drawings of the stars and planets in the night sky, as well as drawings of solar and lunar eclipses were published. Along with that, the said number gave a scientific idea of how big the earth really was. *Arunodoi* used to publish news about scientific inventions like the printing machine, telegraph etc. It also narrated the ways to make glass in simple Assamese so that the readers could easily understand them. Obviously being a missionary enterprise, *Arunodoi*'s first priority was to spread Christian ideas. But, *Arunodoi* was the one who really helped its readers to understand modern ideas.

The first Assamese gerography book, *Bhugol Shikhok*, was published by Nathan Brown in 1849. Anandaram Dhekyal Phukan published another book in the same year, titled *Bhugol Prokaran*. In 1849, *Samachar Chandrika*, another book on science, was released. Sivasagar Mission Press published *Padarthabidya Sar*, a book on physics by Nidhiram Keot, in 1855. Later, *Lorai Sikkha* (1893) by Panindranath Geogoi was published. The trend of publishing books on science was continued in the twentieth century also. For instance, the books named *Lorar Nija Puthi* (1902) by Sarada Charan Choudhury *and Akash Rahasya* (1916) by Satyendra Bora, may be mentioned.

Beside Arunodoi magazine, there were some other magazines which played an important role in popularising science in Assam. Among those *Assam Bandhu, Mou, Jonaki, Alachoni, Assam Bandhob, Bahi, Chetana, Milan, Abahan* were notable. Following that, several scientific articles were published in the journal *Abahan* (1929), which had a role in the spread of scientific consciousness.

Chandra Kumar Agarwal, the first editor of *Jonaki* put a lot of emphasis on publishing scientific articles in his journal. In his editorial, he said that the Assamese people would be lag behind their fellow citizens if they did not know about steam, railway engines, telegraphs, etc. in that modern age.

Hemachandra Goswami requested Rajinikanth Bordoloi to write essays on science in an effort to make science more accessible to the general public. At his request, Rajinikanth wrote some scientific essays for *Jonaki* during his studies at Calcutta Medical College. The first science-based article published in an Assamese newspaper was his article on human anatomy. The language of that article was simple to comprehend. Examples which that article offered were very specific and easy to understand the argument of the author. Rajni Kant Bordoloi also authored another important article on "the rule followed in the birth of plants and trees" in *Jonaki*.

Jonaki provided a platform for publication of scientific articles. Writers such as Upendranath Barua, Jnaneswari Barkakati and Chandradhar Barua were the few who took the opportunity to write scientific articles in their mother tongue. Upendranath wrote on water and earthquakes. Kankalal Barua, contributed some articles on commerce and industry which uphold the development of technology. Jnaneswari Barkakati emphasized the importance of physical labour in one of his articles. Chandradhar Barua's article on air deserves mention as the writer was trying to make the people acquainted with the different natural phenomena. The editor Kankalal Barua attempted to introduce the world of modern scientific discoveries to the readers. These included steam-powered automobiles, scorpion-sting medicine, solar-powered clocks, electricity and so on. He even wrote on natural disaster in a different way. Thus he highlighted the usefulness of earthquakes. Another noteworthy article written by him was on evolution. Vijay Ram Barua's article on telephone was another example of the sincere effort of the editor to make the readers informed about the contemporary scientific development. Saifuddin Ahmed wrote article on the utility of plants. Thus it can be said that *Jonaki* tried to make its reader aware of the development of scientific and technological research in a lucid ways. It tried to portray science as friend of the people which is evident in the character of the articles published.

Another periodical *Abahon* magazine began to publish a lot of science articles. It started its journey in 1929. The list of articles published in the periodical showed its intention of informing its readers about the happening in science. The articles published were on bicycles, ships, and aeroplanes.. Health and medicine was one of its concern. It published articles on health in general and women's health in particular which should be highlighted. The *Abahon* was first periodical which addressed the issue of women's health.

Along with the initiatives taken by Christian missionaries and some leading individuals of the indigenous society of Assam, there were others who took interest in the spread of education, People from private trading companies came forward to support educational activities in Assam. John Berry White, a doctor in the Bengal Army and one of the leaders of the Assam Railway and Trading Company, donated a lot of money to the government for initiating a medical school. Thus, Berry White Medical School was started in Dibrugarh when Sir Henry John Stedman Cotton was Chief Commissioner of Assam in the year of 1896.

The district commissioners in Assam were responsible for carrying out the state's efforts in the arena of education. David Scott, an agent of the Governor General in the North East Frontier, gave land for the school to be built. By the end of 1855, the first English-medium school was opened in Guwahati. Wilson's Chronology, Yeats' Elements of Natural Philosophy, Use of the Globe, and other things were taught in the junior class of that school. The syllabus for senior class include Natural Philosophy, Geography etc. Starting from Guwahati, ultimately, as many as eleven schools were established.

Initiative to start a college was also there. The process to establish a college in Guwahati began in 1862. On June 20, 1890, the government granted permission for the establishment of a college in Guwahati. Cotton College was formally inaugurated on May 2, 1901, under the jurisdiction of Calcutta University. William Sudmarson served as Cotton College's first head of the administration. Cotton College gained a new structure in 1909 as a block was dedicated for the teaching of science. There were four rooms for teaching practical physics and four rooms for teaching practical chemistry. There was a lecture-theatre for physics, a dark room and an optical room. The intermediate botany class was started in 1927. The biology department was established in 1939–1940. 1940–1941 saw the introduction of the botany pass course degree.

Initially, European instructors taught in the college's science department. Later the Indians joined to teach. Babu Surendra Nath Chatterjee started teaching at Cotton College in

July 1908 as a physics lecturer. Babu Anand Kishore Das began teaching chemistry in January 1909. Babu Haridas Bagchi joined the college to teach Mathematics in August 1910.

After independence, there was both quantitatively and qualitatively change in the course of developing scientific awareness in Assam. Undoubtedly there was quantitative increase, but side by side the major player in this movement was changed. Previously the main initiator was the missionaries. They were accompanied by some private individuals. Basically they tried to disseminate science through periodicals and former schools. Now the mantle was given to different science organisational. In this regard, the *Assam Science Society* was instrumental. The year 1948 witnessed the establishment of the *Bangiya Bigyan Parishad* in Bengal to promote science in Bengali. It was initiated by Satyendranath Bose. In subsequent years, efforts were made to disseminate science in regional languages in other Indian states. In Assam, one can observe the same initiative. The *Guwahati Science Society*, a science organisation was founded in 1953. In 1958, the name was changed to *Assam Science Society*. With multiple branches in different districts of Assam, that organisation worked for promoting scientific awareness, environmental consciousness and the development of a rational society. Presently, there are more than 100 branches in Assam, one of which is located outside Assam that is in Tikrikil, Meghalaya. It has five thousand life members. The members of the society are committed to bring science to the general public. The organisation's declared aims and objective were

- To improve both the theory and practise of science and technology.
- To teach people about different parts of science and technology.
- To spread scientific knowledge through seminars and discussions on scientific topics.
- To get people interested in science by using different methods and to take the steps and actions needed to reach certain goals and objectives in society.

The *Assam Science Society* published several books, booklets, and leaflets. In 1955, the society started to publish the *Journal of the Assam Science Society*, a bimonthly English journal where scientific research articles were published. (In 2011, the journal was renamed as the Bulletin of Scientific Research.) However the members felt the scientific journals would not serve the purpose of disseminating science among the masses. Thus the Society started to publish a bilingual (Assamese & English) science magazine, namely *Bijnan Jeuti*. The organisation did a lot to educate people about environment, health and agriculture. They took the initiative to set up a state library where books on different sciences would be kept. Anyone could go to this library without paying any money. That library was set up in 2003. The Society organised regular science session to impart the excitement of science among the students through contest on science essay and sci-toon (science cartoon) contest.

Through its publication, the *Assam Science Society* tried to emphasise on the study of basic sciences. At the Assam Science Society's Annual General Meeting held in Jorhat, Assam, in 1964, the concept of beginning advanced studies and research in applied sciences was first put forth. It was decided to publish *Bijnan Kosh*, a four-volume science books in Assamese. The first and second volume of it was published in 1969 and 1971, respectively. However due to financial shortcomings other two volumes could not be published immediately. Harekrishna Gayen and Anil Kumar Goswami, the association's secretary, took on the task of raising the money for the publication in the interim. If the necessary funds are eventually raised, the decision to publish the final two volumes in a novel manner will be made.

For the final revision, a subcommittee was set up in 1977. In addition to Jyotiprasad Medhi, the subcommittee also included Pratulchandra Goswami, Vinayakumar Tamuli, Anil Kumar Goswami, Prasanna Kumar Sharma, Haridev Goswami, Balitkumar Deka, Samudradeva Phukan, and Kulendu Pathak. The task of editing was given to Professor

Shyamaprasad Sharma. With the financial assistance of the Department of Science and Technology of the Government of India, the third volume of *Bijnan Kosh* was released in September 1982. The central government must provide all necessary funding for the third volume's publication. As a result, the fourth volume demonstrates updated financial factors for publication. In the meantime, multiple copies of the three Bijnan Kosh volumes started to sell. Later, a decision was made to publish a fourth volume using the proceeds from the sale of the first three volumes. Ultimately, the fourth volume was published in 1987. The life and works of scientists like Pavlov, Archimedes, Erdington, Haeckel, Gilbert and Einstein, was published in the forth volume. The *Bijnan Kosh* also included in-depth discussions on beta rays, electromagnets, electric railways, electric motors, and other topics. The Bijnan Kosh covers octopus -gamma rays in the first section, the Gulf Stream -anthropology in the second, and the Nobel Prize-electricity in the third.

Members of the Assam Science Society tried to make the society more science-oriented. They realised that scientists were making a lot of discoveries and doing advanced research, but how these things could reach the people? The trend of learning science in regional languages, which was started in other parts of India, was also common in Assam. The Society felt the need to talk about Assamese science literature. Keeping this goal in mind, a seminar on "Assamese Science Literature" was planned. That conference was at first scheduled to be held in 1979. However, due to various problems, it was put off for several months. On October 4 and 5, 1980, a two-say conference was held at Panbazar, Assam. At that time, Kulendu Pathak was the secretary of the association. A proceedings volume was subsequently published under the title of "Assamiya Bijnan Sahitya" (1982). The Department of Science and Technology, Government of India helped financially to get the book printed. Dinesh Baishya, the editor of the proceedings, opined at the book's release that Assamese science literature was far behind of science literature of other regional languages of India. He expressed his hope that the book would help to uphold the Assamese science literature to the public of other parts of India.

In the book, we find the opinion of different science writers of Assam. Virendra Kumar Bhattacharya said that the Assam Science Society doesn't have a science temple like the Basu Bijnan Mandir or Bose Institute of Bengal. He expressed the hope that if more steps would be taken in the field of publishing the scientific literature, the issue would reach the public. He expressed the necessity to publish more science journals in the Assamese language. Bhuvan Mohan Das and Pramod Chandra Bhattacharya in their writings emphasized the importance of popularising science through mother tongue. Kulendu Pathak, Vijaykrishna Devasharma, Shomeshwar Sharma, and Paramananda Mohanta in their own way narrated the development of scientific literature of Assam in the 19th and 20th centuries. They wrote about a number of books and magazines. In respect of science editing, the articles written by Shyamaprasad Sharma and Dinesh Goswami deserves special mention. In the bibliography section we find the names of a number of books on science in Assamese. The complete list is appended herewith.

Bijnaner kotha	Shasti das	1951
Chapa shikkha	Pratap talukdar	1951
Odbhut gach	Kumud Chabndra Baruya	1953
Bijnaner shikhare	Radhanath fukon	1955
Bijnaner Bismoy Batari	Dipendranath sharma	1956
Paramanu shokti	Jogendranath barua	1956
Poripusti bijnan	Rohini Kanta Bolruya	1958
Bibortoner Pothe Manob	Bhuban Mohan Das	1960

Bijnan Aru Boiganik	Parukuti Goswam	1960
Bijnaner Bijoy Kahini	Prosanna goswami	1960
Biswo rahasyo	Binoy Kumar Tamuli	1960
Potongor kotha	Jogendra Nath Shaikiya	1960
Apekhikotabad	Mrigendra Narayon Mohanta	1961
Bijnaner Sadhu	Jogendranath baruya	1961
Mahakash ovizan	Binoy Kumar Tamuli	1962
Moumachi palon	Jogeswar gagoi	1962
Mou palon	Krishnaprasad dutta	1965
Paramanu bijnan	Mukul Kumar Sharma	1966
Tel sobhoyota aru ami	Satyabrata sharma	1966
Fol aruo shak pacalit sonrokhon	Prabhudanondo das	1970
Sorisrip	Shantanu tamuli	1972
Chandra Ovijan	Bijoykrishna debsharma	1976
Chikitsa bijnaner itihas	Mothura Nath Bhattacharya	1977
Osomer bnoushodhi	Shantanu ramuli	1978
Shishur ahar	Pratul goswami	1979
Bayu aru pani	Dinesh baishya	1981
Bijnaner kotha	Shasti das	1951
Chapa shikkha	Pratap talukdar	1951
Odbhut gach	Kumud Chabndra Baruya	1953
Bijnaner shikhare	Radhanath fukon	1955
Bijnaner Bismoy Batari	Dipendranath sharma	1956
Paramanu shokti	Jogendranath barua	1956
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Bijnan Aru Boiganik	Parukuti Goswam	1960
Bijnaner Bijoy Kahini	Prosanna goswami	1960
Biswo rahasyo	Binoy Kumar Tamuli	1960
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Apekhikotabad	Mrigendra Narayon Mohanta	1961
Bijnaner Sadhu	Jogendranath baruya	1961
Mahakash ovizan	Binoy Kumar Tamuli	1962
Moumachi palon	Jogeswar gagoi	1962
Mou palon	Krishnaprasad dutta	1965
Paramanu bijnan	Mukul Kumar Sharma	1966
Tel sobhoyota aru ami	Satyabrata sharma	1966
Fol aruo shak pacalit sonrokhon	Prabhudanondo das	1970
Sorisrip	Shantanu tamuli	1972
Chandra Ovijan	Bijoykrishna debsharma	1976
Chikitsa bijnaner itihas	Mothura Nath Bhattacharya	1977
Osomer bnoushodhi	Shantanu ramuli	1978
Shishur ahar	Pratul goswami	1979

Bayu aru pani	Dinesh baishya	1981

This is a short list of some science-related books.

The Assam Science Society began to publish Bijnan Jeuti magazine in 1962, and is still continuing. In addition to that, the branches of Assam Science Society in various districts started to publish science magazines. Bijnan Rasana was published in 1976 by the association's primary branch. Bijnan Barnali was published by the Nagaon district office during 1979-1982. The other such magazines were Bigyan Patra (1979) of Nalbari branch, Bigyan Barta (1979) of Lakhimpur branch, and Jnan Bigyan (1979) of Dibrugarh branch.

Beside the Assam Science Society, some other organisations started to publish science periodicals. In 1973-1974, Gauhati University published the journal Lahar. In 1974-75, Cotton College published Spandan. Dibrugarh University's Padartha Bigyan Patrika was published in 1975. The journals like Nuclear (1981) by Bigyan Bharati Samiti, Bigyan Sfura by Assam Science Education, Bhugolika (1985) by North East India Geography Association, and Rasayan Siksha (1999) by Assam Chemistry Education Organisation deserve mention.

The Assam Science Society was instrumental in promoting the opening of new labs for performing scientific research. That initiative was taken after 1970. It proposed to build a children's science museum complex, a planetarium, and a basic research institute, for that it asked the financial assistance from the state government. The state government provided the necessary land. The CSIR offered senior and junior research fellowships for conducting cutting-edge research in theoretical plasma physics.

From 1975 to 1979, Anil Kumar Goswami served as the society's general secretary. During that time, he worked with four presidents; Jamini Mohan Chowdhury (1975–76), Narendra Nath Siddhant (1976–77), G. Thyagarajan (1977–78), and Pratul Goswami (1978–79). During these four years, the society received several government approvals of its project proposals, the most significant of which was the implementation of the Science Museum Complex project in March 1976.

Society organised a two-day conference on December 6–7, 1975 at Cotton College's Kalaguru Vishnu Rava Auditorium. Sarat Chandra Singha, the then chief minister (1972–1978), inaugurated the conference. He highlighted the need of fundamental scientific research. He said further that the basic research should be prioritised over applied research. He said it is the duty of the practitioners of science to use science properly in order to develop advanced technology and make the best use of natural resources. The society made an effort to put the Chief Minister's words into practise as it decided to name the new research institute as the Institute of Advanced Study in Science and Technology (IASST).

The Assam Science Society did several things in the field of science education. It set up training camps for science and mathematics teachers in high schools. It provided environmental science education to school teachers. It regularly organised science talent search competition every year. It also organised science exhibitions, seminars, and symposia. The focus was on teaching science and mathematics, the impact of science and technology on society, the science curriculum, the standards textbooks, and so on. Assam Science Society organised Shishu Vigyan Utsav or Children Science Festival and Shishu Vigyan Congress (NCSC). Society organised annual technical session, which provided a platform for researchers from all over India to interact among themselves once a year.

Even though Assam as a whole was advanced in scientific research, and activities, there was a huge gap between the scientific abilities of the people and the superstitious beliefs of many (such as "witch hunting"). So, to get rid of unscientific thinking and actions as soon as possible and create a fair, decent, and well-developed society there was need to cultivate

scientific temper. Science movement tried to do that task. That was done by a number of organisations.

Beside the Assam Science Society, many other organisations were formed after 1947. In the 1980s, the Student Science Society was set up in Guwahati, Assam. That organisation had been in contact with several scientific groups that had formed in Eastern India. It joined the annual conference of Eastern India Science Club Association (EISCA). Ref was held the Fifth All India Science Club Session at Depal Bidhanchandra Vidyamandir in the Medinipur district of West Bengal. During the session, the proceedings journal of the fifth all-India Science Club conference was released. In this issue, the Student Science Society is talked about.

We had to talk about one more science group in Assam that published several science books written in the local language. That organisation Pragjyotis Mahavidyalaya Vigyan Samiti of Gauhati, tried to compile different elementary science topics in different books. The people who worked for that group did a number of things to make people free from superstitions. The initiative was undertaken through road meetings and talks. In this respect, publication of two books, *Bigyan, Andhabiswas Aru Samaj*, and *Bigyan Aru Mulyobodh*, deserves mention which tried to make common people think about the relationship between science and society.

Asmat Vigyancharcha Dhara (1995), edited by Paramananda Majumdar, was another notable work of Samiti. That book tried to trace the development of the scientific culture in Assam. For the cause of science, the Samiti supported scientific and technological education and research in a variety of fields. Since its foundation, the Samiti consistently shared scientific knowledge in Assam and the North East as a whole through symposia, seminars, and discussions. The always put a strong emphasis on popularising science and fostering a scientific mind-set among masses.

Another science organisation Jnan Vigyan Samiti, Assam (1994) focused on science literacy in Assam in the 1990s. The main goal of that organisation was to increase public awareness regarding the issues like HIV/AIDS, the environment surrounding education, health and nutrition. Gyan Vigyan Samiti organised unique aptitude tests to foster students' interest in science at the secondary level. Additionally, they took the initiative to make science kits for elementary and middle school students.

The Government of Assam took initiative for the development of science. The Assam Science, Technology, and Environment Council (ASTEC) was established in 1986 as a part of the Department of Science, Technology, and Environment, Govt. of Assam. Numerous programmes were organised covering diverse aspects of science, technology, and the natural world. In 2008, the Minister of Science and Technology, Government of Assam, oversaw the establishment of the Aryabhatta Science Centre in each of the state's 219 districts. The primary goals were to: 1. promote a scientific mind-set among school children; and 2. make science lessons engaging through experiments and other hands-on activities. 3. advocate for basic science as a profession.

Each centre of ASTEC was provided a designated room that was 20 feet by 12 feet in size. That was used for science workshops. Equipment for science experiments and books were made available. Each centre was run by a member of the executive committee. For block, district, and state-level programmes, annual grants were given. Science-based speech contests, poster contests, science-based model-making contests, and other events were held at the block level. Each year, centre received funding to conduct block-level activities. Across all districts, coordinators were appointed to oversee day-to-day operations at the block and regional levels. The contestants selected at the block level got the entry to compete in the district-level competition. Similarly, district-level competitors were selected to compete at the state level. A

TV and a video player was provided for each block-level science centre. In addition to that, each centre was equipped with a telescope, science kit, GPS, and soil testing kit.

Conclusion:

To popularise science among the general public, the government decided to establish several science institutes in various Indian states. In the 1990s, a science centre was established in Assam to serve as a hub for connecting science organisations in eastern India. Similar work was initiated in 1900 in Guwahati, Assam. It was decided to locate the institute near the border between Assam and Meghalaya so that it could be affiliated with several educational institutes. The National Council of Science Museums (NCSM) authorised the establishment of the Regional Science Centre at Guwahati on March 15, 1994. The centre attracted students, teachers, and the general public since its opening. The centre continues to host regular educational activities and programmes in addition to hosting a number of participatory science exhibitions. The group took the initiative to launch *N E Vigyan Batori* magazine in an effort to popularise science. All of these were intended to cultivate a scientific temperament in students, teachers, and common people.

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"Hindustani Music in Medieval India: A Historical Challenge against Orthodoxy"

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ABSTRACT

This interdisciplinary work combining the knowledge of both History and Music exhibits two separate moods of challenge faced by Hindustani music originating in twelfth century north India. The first one was the challenge against musicological orthodoxy of the ancient period. It was the latter half of the 18th century when the British Orientalist thinkers like William Jones, Warren Hastings, and Augustus Willard etc. being motivated by their Sanskrit-fascination endeavored to explore the 'classical' music treatises of ancient India and blamed the Hindustani music of medieval north India was caught in their eyes as a symbol of 'cultural degeneracy' of medieval ruling class. And the other one is, challenge against social orthodoxy. Whereas there was a Brahmanical monopolization upon the ancient Indian classical music, how Hindustani music despite being created by the elite section became a part of people's music by its language and contents has been taken place in this paper. Though Hindustani music is a vast field of study, two leading genres of Hindustani music i.e. *Dhrupad* and *Khyal* have been focused on specially and some influential musical experimentalists of medieval India have been selected to be analyzed in order to reach the final consideration.

Keywords: Hindustani Music, Medieval India, Historical Challenge, Orthodoxy

INTRODUCTION:

It is an underrated fact that the two words "Hindustani" and "Music", in Indian context complied with the inevitable principle of getting attacked by the flow of Indian political trajectories. Whether it is northern or southern part of the country, it is a quite less exposed matter of fact that politics had direct or indirect intervention in every movement of Indian music. The internal partition of mind corroborating India's geographical division into north and south leads a historian of music or a musicologist to concentrate over the different canvases of the north and south India. Terminology of musical genres supporting these two different geographical variations has determined 'Hindustani' for the music originated in north Indian court milieu and 'Carnatic' for the same in south India. The adjective 'Hindustani' evolving out of the noun 'Hindustan' has an intricate relationship with the geo-political trajectories of Indian history. In questioning what Hindustani music is, any common Indian man can give a simple, generalized version of today's conceptualized 'classical' music. Not only that, most of the people in India, whether they are students or teachers denoted it as 'classical' music as the synonym of Hindustani music. But the doubts regarding what is 'classical' and where does this music differ from 'Hindustani' has no way but reviewing and revisiting the historical journey of India's music. In the classification system of the very modern times in India there can be found many people designating 'pure classical', 'semi classical', 'light classical' etc. in accordance with the accessibility of any particular music without considering its ethics or origin. As for example, mixture of two or more *Ragas*[i] having the power of diluting the gravity of a piece of classical music and any scholar can catch the exact moment that takes down its position into semi classical genre. If we maintain this law of degradation from classical to semi classical, it can be simply claimed that a Thumri, commonly popularized as a semi classical genre of music can be performed maintaining the ethical purity of the Raga upon which it is based on and can easily protect the piece from the said degradation. But it never happens because the most crucial factor is 'content'. As this example exhibits the mutual balance between grammatology and literature of the music, the entire phenomenon of the research stands upon these very two factors. But where the main issue implies such a turning point which is motivated by the socio-political wheel of time, it indicates the impact of both the social occurring of the then India and the cross cultural transactions of India and some other regions.

LEGACY OF INDIAN MUSICOLOGY

Classical Music in Ancient India:

First of all, in order to break the myth of evenness between the Hindustani music and Indian classical music, the first and foremost question that is raised first into minds is where was the fundamental difference between Hindustani music and music of the 'classical' India. It is needless to say that since antiquity Indian music existed with its vanity and a vivacious history of *Raga-sangeet*. The term 'Sangeet' (Sam-geeta in Sanskrit) etymologizes the combination of three performances i.e. song, instruments and dance in the Vedic era which can be recognized as the commencing period of a sense of musicology in human minds. In the context of Indian music, the seals, terracotta figurines etc. of the Indus valley make us sure about the presence of instrumental music and dances prior to the Vedic age. Historians of music are interested to bring the Vedic era as the era of revealing musical mysteries. Since the second millennium BCE the hymns of the Vedas were manifested by the musical interpretations while the scales and pitches were fragmented. The usages of the great seven tunes[ii] were the predominant gifts of the Samaveda the second Veda. Several types of flute

(venu) and lute (veena) were played to keep the tonal expressions of the notes and for creating rhythm a number of variations of *Dundubhi* were used (Bake, 1957). Likewise, the movements of different parts of body during the Vedic sacrifices gave birth to the dance. The later Vedic period witnessed so many acculturations between the Aryans and the Dravidians and led the Indian music to its mature formation with some complex innovations. During the time of second urbanisation in 6th century BCE India along with the dominance of Brahmans the *Gandharva Sangeet* (music performed by Gandharvas, the group of Brahmana musicians) brought the first content based classification within the classical music, i.e. *Marga Sangeet* (finding *Marga* or way of divine association) and the indigenous music or *Deshi Sangeet* (secular or folk music). The age was momentously marked by the planting the seed of 'classicism' of Indian music as the trend of documenting music as a scriptural form was introduced by the then legendary musicologists such as Narada, the 1st century author of 'Siksha', Bharata[iii], the author of Natyasastram, Kohala, Dattila, Nandikeshwara, Shastika, Matanga, Shandilya, Vishwakhila and Vishwavasu, Shardula etc. In the Puranic literature, the magical powers of the ragas have been traced through several verses related to the novelty of the Hindu Gods and Goddesses. Eventually the most popularized and effective form within the Deshi sangeet that was still untouched by the Perso-Arabian musical culture was *Prabandha Sangeet*, the mother of *Dhruva-pada* or *Dhrupad* constituted breaking the elementary aspects of the former by the experimentalists of early medieval and medieval India. *Dhruva* was one of the four *Dhatus*[iv] (Goswami, 2018) of the Prabandha Sangeet and the *Pada* was one of the six 'Angas' of the same, as commonly evidenced in the ancient texts written between 1st and 11th century. In the *Chhayalaga Sur Prabandha* (one kind of Prabandha Sangeet) *Dhruva* was absent but the supplementary part *Udgraha* represented with its two consecutive sections of which the second one had transmitted into 'Sthayi'. The second portion of the Prabandha was broken into two paragraphs (Sanchari and Abhoga). The Sanchari, the relatively low pitched portion thickened the juice of the appellation of the contents and justified the essence of *Sthayi.* Just after the Sthayi, the high pitched juncture was called the Antara. Thus today's four layered structure of the modern song was formulated in that point of time, as stated in the 12th century musicological work, "Sangeet Ratnakara" authored by Sarangadeva. Despite such a metamorphic evolution the contents of the Dhrupad were same as the Prabandhas; i.e. the heroic saga of legends or the kings or divinities. Notwithstanding that, no kind of historical significance did not belong to this evolution and vice versa; rather history had to wait for a century more to witness its full fledged blooming.

Birth of Hindustani Music:

The question that comes into mind next is why the musical accomplishment of medieval north India is termed as 'Hindustani'. It was not only because the Persian word "Hindustan" indicated India as the land of Indus etymologically, but also because of the screening of a new episode of Muslim invasion by the Arabs during the eighth century. Etymology itself makes it clear that the genesis of Hindustani music was not possible without the Islamic rule in India because along with the Mohammedan religion they did bring so many Perso-Arabian cultural trends such as language, foods, dresses, art, technology and music, the most aspect here. A vast process of cross cultural effect implicating the Indo-Persian cultural assimilation carried the embryo of Hindustani music in its womb. But unlike Indian culture that was saturated with homogeneity; Persian culture, more authentically Perso-Arabic style of music was an ultimate fructification of the elongated amalgamation between the religious, secular and folk music of Afghanistan, Syrian, Spanish and Turkish

region (Kaul, 2007). Now the most relevant work we can make responsible for the Indo-Persian acculturation is to find out a plain ground of equivalence between the two distinct but conceptually relative cultures. The comparative study of Swami Prajnananda shows that the Arabian *Maqams*, *Shobhas* and *Gusvas* (Pragnananda, 2002) are same as the Indian concepts of *that* or *mela*[v]. (Kaul, 2007)

Although the centralization of the court culture engulfing Persian language and culture was inaugurated during the reign of Sultan Ghiyasuddin Balban, ninth ruler of Delhi Sultanate, the court milieu of musical practices first came in prominence during the reign of Sultan Alauddin Khilji, thirteenth ruler of Delhi Sultanate. This was a less highlighted revolutionary decision in the cultural world of Islamic history in India because music was restricted in *Shariat*. Alauddin momentously said, "I do not know what is lawful or unlawful according to *shara*. Whatever I consider necessary for the state or for its welfare" (Chandra, 2003). This was the very first footstep by cultural liberalism against religious orthodoxy welcomed the holy inauguration of the history of royal patronage to court music which had continued till before the complete disintegration of the dynastical powers in modern era.

Study on History of Indian Music in the Colonial Era:

The main argument of the paper, in order to focus on the classicism of the Hindustani music has to involve in some conflicts with some predominant opinions already established since earlier. The retrieval of the ancient past of India was started to be attempted after the advent of British 'Orientalists' in the colonial India, as the world famous musicologist Katherine Schofield made it clear in one of her famous article "Reviving the 'Golden' Age Again". The Orientalists like Warren Hastings, William Jones, pointed out the medieval age of India as a 'dark age' when the glory and prosperity in ancient Indian art, culture and literature were ruined by the unconscious and ignorant Muslim rulers. Not only that, their fondness of the ancient Sanskrit texts enhanced the effectiveness of the fact that the Sanskrit glory of the Hindu civilization of India was ruined by the medieval darkness which was the ultimate result of the cultural 'degeneracy' (Schofield, 2010). In the context of music, the British musical experts started comparing the Indian music prevailed during the seventeenth and eighteenth centuries to the European one which was in contrast to the Indian music entirely notation-based. It was too inaccessible to them to find no means of expressing it but calling it reluctantly of a 'barbarous nature' (Woodfield, November, 2000). There was no boundary between the classical past of Indian music and the Hindustani music until the first historical study on today's Hindustani music was initiated by William Jones, the founder of Asiatic Society in Bengal (1784) and ultimately the notational documentation of the latter was started. Several primary sources such as *Raag Darpan* by Fakirullah, *Tuhfat ul Hind* by Mirza Khan etc. were the initial basis of their historical sources about Hindustani music but the problem later the scholars caught and made responsible for puzzling the Orientalist musicologists was the actualization of the evolution of Indian music through a circular process of adaptation, experimentation and amalgamation was not really easy to express in their canonical mood.

Thus the gradual increase in the complexity regarding the classicism of Hindustani music questioned the absence of canonization of Hindustani music. Looking for the vacuum of Hindustani music in respect to the ideality of the 'classical' status became more prioritized. They also explained that it was not completely 'Indian'; rather the amalgamation between the Indian and Persian classical music. The above mentioned experiments with Indian ragas were never possible to create without breaking the ancient musicological ethics which was

in scriptural form in Sanskrit language. Despite some contextual resemblances between the ancient Indian classical music and Hindustani music of medieval India i.e. patronages by the elite section, skill of the artist musicians etc., the basic principle of the classical music or *Shastriya sangeet* of India was the theoretical music treatise (*Sangeet Shastra*).

BREAKING THE MUSICOLOGICAL BARRIER

Contribution of Amir Khusrau:

The Parrot of Hindustan, Amir Khusrau (1253-1325) was the mastermind of the great amalgamation between the Indian music and the Persian tunes. But beyond being backed by the Sultan's patronage his extraordinary artistry led him to think about the challenging circumstances created by the indigenous Hindu musicians and musicologists. On the other hand, according to Fakirullah, translator of *Raga Darpan*, a musical treatise in Sanskrit, after Alauddin Khilji's invasion upon Ramadevacharya, the ruler of Devgiri the entire musician community migrated towards northern India; especially Delhi with an urge of subsistence and aspiration of getting patronage of the Sultan. Gopal Nayak, the court musician of Devgiri was among such artists. Folklore says that Khusrau's creation of *Taranas*, an item still popular today amongst the Hindustani music was a result of such kind of internal pressure. The inaccessibility of Sanskrit language used by the pundits made him obstinate about the magical tunes of Indian Ragas. It is said that Khusrau, not allowed to enter Gopal Nayak's concert adopted the tunes of Raga Kadambak hiding himself under the chairs (Biswas, 2019). However, later the scholars of colonial age like Captain N. Augustus Willard became very skeptical about the true talent of Khusrau by remarking it as a blind imitation of Gopal Nayak's singing style. It can be argued that Khusrau, a disciple of Chishti Sufi Shaikh Nizamuddin Auliya penetrated, as being failed to access the exact lyrics input some Persian words (e.g. *tum, dere, Na, dim* etc.) in that, the meanings of which indicated a profound impact of Sufi philosophy i.e. the union between man and the Omnipotence (*Khuda*). In Amir Khwurd's *Siyar-ul-Auliya* the opinion of Nizamuddin about the lawfulness (*halal*) of *Sama* (Sufi musical practices) was corroborative of composing music being 'fully devoted to the God' (Aquil, March-April 2012). An example can be added herewith.

Figure 1 – "Amir Khusrau with his invented instrument Sitar sitting in the Khanqa of Shaikh Nizamuddin Auliya" painted by an unknown artist (The actual watercolor painting is exhibited in National Museum, New Delhi)

Yaar e maan biya biya
Dere tana ta dim
Ta nana dim tum ta nana Na.
(O my friend, come soon, come at once.
Come and enter my body,
For I am yours, come) (Biswas, 2019)

In the field of rhythmic study, the invention of *chahar usul* (four types of rhythmic forms – *tan*, *tana*, *tanan* and *tananan*) became the primary basis of Tarana and *harakats* (ornamentations) of rhythmic instrument like Tabla designed by Khusrau himself. The most visible Indo-Arabian musical acculturation as a specimen of another daring challenge against the musicological ethics exemplifies Khusrau's experiments with ragas. From the documentation of Ustad Chand Khan about the hybridization process of the Ragas by Khusrau there have been found twelve new born ragas created by mixing two more Indian ragas and Arabian Maqams as component ragas. The list of the new ragas and component ragas is given herewith -

New raga	Component ragas
Sazgiri	*Poorvi+Gaura+Gunakali+Gara+Kafi+Desh*
Tawafiq	*Zilaf+Husaini+Sarang*
Ushshaq	*Sarang+Basant+Nawa*
Ghanam	*Poorvi+Yaman+Hindol*
Neshapur	*Yaman+Hindol+Azam*
Muwafiq	*Todi+Malashri+Dogah*
Zilaf	*Shahnaz+Khat+Husaini*
Ghazal	*Dhanashri+Khat+Kafi*
Oj	*Gunakali+Iraq+Malashri*
Gara	*Kafi+Nauroz+Ghazal*
Bakharz	*Deshkar+Farghana+Nawa*

Source: (Kaul, 2007)

However, it was condemned by some later scholars that nothing was possible to achieve but a musical 'degeneracy' (Schofield, 2010) by such kind of random experiments with ragas and their families by quoting Fakirullah and Qazi Hasan that it is a musicological offence to spoil the purity or homogeneity of any raga family. A *ragini* (considered to be the wife of a raga) can never be placed aside or mixed with a different raga except the *Mul raga* (main raga). Ustad Chand Khan argued that the Raga classification system of ancient India and that used by Khusrau in his experiments did not contradict each other (Kaul, 2007).

Not in the vocal music only, the Indo-Persian intermingling was found in Khusrau's instrumental experiments also. He incorporated the technical concept of *Veena*, the conventional Indian classical instrument into the Arabian instrument Oud and devised a 'milestone' instrument *Sitar* (Zaferkhan, 1975) (*Sih* – three, *tar* – string); it was not less than a revolutionary accomplishment in the Hindustani world of music (Figure 1).

Birth of Khyal:

Khyal, a major pillar of the Hindustani music was commonly said to have originated through the musicological experiments of Amir Khusrau, though there are numerous debates among the

scholars about the exact progenitor of khyal. Many historians have agreed with Katherine Butler Schofield, an expert of Indian musicology in King's College in London who was of the opinion that khyal was a Sufi affiliated Hindustani product originated in seventeenth-eighteenth century Mughal India (Ho, Spring/Summer, 2013).

Etymologically 'Khyal' means boundless imagination which can be achieved by a long meditation. Sufi affiliation of Khyal is beyond doubt because meditation is the part and parcel of the Sufi practices of connecting God. Sufi *Qawwali* became more or less associated to the formation of Khyal inevitably, though Qawwali had still not evolved with the formation we can find today. As for example, Sufi saints like Shaikh Burhanuddin of fourteenth century composed so many Khyals contextualizing love or pain (Brahaspati, Jan-Feb, 1976). Not only that, later Captain Willard referred it as the love song strengthens all the evidences of Sufi affiliation (Willard, Calcutta).

Doubts from another section of scholars directed their fingers towards some folk affiliations with Khyal (Brahaspati, Jan-Feb, 1976). Acharya Brahaspati noticed a group of Lavni of Rajasthan claiming themselves as the Khyal singers. Apart from that, a very overrated fact that prior to emergence of Amir Khusrau Qawwali had been already popularized among a nomadic tribal group named *Qawwal* in the north western region. However, Indian musicologist Nazma Parveen Ahmed mentioned some scholars who are of the opinion to mark the *Qaul* (Arabian compositions eulogizing the Prophet or the God) (Ahmed, 1984) singers as *Qawwals.* However, the internal philosophical approaches between Qaul and Qawwali were different from each other because there was no mystic approach in Qaul. Later Amir Khusrau had been found to modify the style of performing Qaul both in form and content; the first one was accomplished by his experiments with ragas, and the later one was by incorporating mystical contents. Thus the difference between Qaul and Qawwali gradually became subtle. So it is randomly assumed that Khusrau laid the first foundation of Khyal but no scholars have directly ascertained that Amir Khusrau was the inventor of Khyal.

Contribution of Sultan Hussain Shah Sharqi of Jaunpur:

Whatever it is, it was never possible to ground the base of Khyal as Hindustani genre of music without any Indian contents. In an observation to the Sangeet Ratnakara, the seed of khyal can be traced in the *Akshiptika*, a type of the Prabandha Sangeet. The resemblance of khyal with the *Sadharani Geeti*, one kind of Indian classics and *Rupak Prabandha* described in Sarangadeva's documentation evidenced the Indian base of Khyal (Ahmed, 1984). Even Abul Fazl also discovered some linkages of khyal with Prabandha Sangeet. These Indian bases gave the ultimate advantage to the medieval experimentalists of Hindustani music such as Khusrau and Sultan Hussain Shah Sharqi of Jaunpur (1458-1505) in later times to improvise and synthesize Hindustani musical kingdom. A. H. Fox – Strangways and Willard argued that Khyal attained maturity under the reign of Sultan Hussian Shah Sharqi in the first half of the 15th century (Ahmed, 1984); their constant dependence upon Fakirullah's contemporary records declared Khyal as an expressional music of romanticism; while the socio-cultural influence upon the music was entirely omitted. In the twentieth century both the Indian and western musicologists like Thakur Jaidev Singh, Allyn Miner etc. refuted the hypothesis of the above mentioned scholars and marked the phase as that of 'pre-modern khyal' (Miner, 1997). The decisive refinement of Khyal was still undone till the emergence of Sadarang, a musical gem during the Mughal emperor Muhammad Shah. Rather it was much more verified that Hussain Shah Sharqi, as being a great experimentalist innovated a new form named *Chutkala* from his own version of Khyal;

Chutkala contained various secular contents like human love, separation or war stories. Whatever can come as a determinative, it should always be remembered that as Amir Khusrau held a creative entity with such undeniable talents of defusing two or more ragas on the one hand, the spontaneous exploration of Hussain Shah Sharqi in the Hindustani raga music exemplifies some of his improvisations in some ragas like Shyam, Todi etc.; the extraction of multiples of variations from a single raga was passively a metaphorical picture of breaking the barriers of raga-ethics composed by the ancient musicologists on the other. Sometimes geo-political aspects also became explicit in these new variations of the ragas, e.g. *Jaunpuri Todi* created by Hussain Shah Sharqi or *Gurjari Todi* created by the joint collaboration of Raja Man Singh Tomar of Gwalior (1486-1517) and Nayak Bakshoo, court musician of the former was not different from each other only in form and grammar, but also created two different emotional sentiments and different environment while performing, will be discussed later. Apart from this, creator's political background or the indication of his patron's name was attached to that of the raga variant; exemplarily after the death of Raja Man Singh, Nayak Bakshoo left for Gujarat and received patronage of the Sultan Bahadur Shah. In this very time Raga *Bahaduri Todi*, a new Todi variant combining the touch of Raga *Deshkar* came into prominence but as there was no prominent difference between the Gurjari Todi and Bahaduri Todi, he can as assumed to have just replaced the name of the raga in order to glorify the cultural inclination of Bahadur Shah's reign (1536-'37).

BREAKING THE SOCIAL BARRIER

Social Background of Dhrupad:

After the birth of Dhrupad, it was found to be centralized in two specific depots of culture, one was Gwalior, presently situated in Madhya Pradesh and the Vaishnavite belt[vi] of Vrindavan and Mathura (modern Uttar Pradesh) or the Braj region; Jaunpur, '*Shiraj* of the east' (Chandra, 2003) also reached the zenith of the practices of both Dhrupad and Khyal especially under the realm of Hussain Shah Sharqi. However, the political turmoil of the then Jaunpur hit upon the musical experiments of the Sultan who being worn out of the mainstream attack from Delhi imperia of Sultan Bahlul Lodi had to flee away from Jaunpur to Bihar and Bengal, even sometimes to Gwalior and take shelter under Raja Man Singh Tomar of Gwalior (1487). Whether there was any transaction of musical stylization between the geniuses of these two great experimentalists had been hardly found, but a sphere of comparison can be brought here. As there was a large contribution of Sufi intervention in the elite court culture behind the epoch making invention of Khyal discussed above, there was also some factors which played effective roles in thickening the pulp of Dhrupad. One of the most significant aspects we can point out here is the reason behind this centralization of Dhrupad within such a specific regional perimeter of northern India. Here, the very catalyst was seed the Bhakti movement planted which veiled all the socio-religious machineries of the contemporary time. in case of north India, Bhakti movement evolved out of the ninth century liberal ideas with a protestant mood against the Brahmanical superiority, caste discrimination, polytheism, religious fanaticism and pedantic orthodoxy and reached its apex during the 15th -16th century. *Bhakti* (*Bhakti* means 'devotion') movement became not less than a mobilizing factor in the common minds disturbed by the ritualistic dominance of Hinduism in north India and Jainism and Buddhism in south India led them to embrace the mystic ideology of the Bhakti saints. Music acted as mediator between the Bhakti saints like Mirabai, Kabir, Tulsidas, Nanak, Dadu, Surdas, Brahmananda, Srichaitanyadeva etc. Many of these saints came of the non Brahman

families; as for example Mirabai was a Rajput (*Kshatriya*) woman, even Kabir and Raidas were a weaver and a cobbler respectively. *Bhajan*, *Doha*, *Kirtan* - several devotional genres of music composed by some Bhakti saints contained a raga-based skeleton; among which may of the ragas were newly invented by the then experimentalists. Although the regional folk tunes were the constituents of these songs, most of the compositions were made based upon the ragas and multiples of their variants. The propagation of *Kirtans* by Srichaitanyadeva being enchanted in devotion of Lord Sri Krishna from Bengal to north India also led some historians of music to believe that Kirtans were also another variant of Dhrupads. Some saints played some accompanying instruments which were not entirely Indian in nature; Guru Nanak is often found carrying a Rubab, a Persian instrument and to be involved in some spiritual conversations with men of any religion; whether it was Sikhism or Islam (Figure 2).

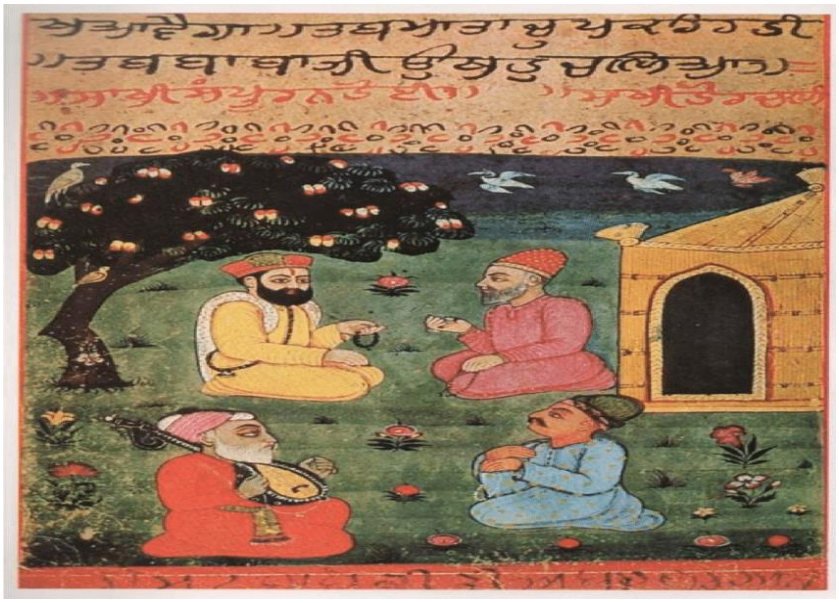

Figure 2 - An 18th Century Janam-sakhi Painting illustrating an intercourse between Guru Nanak with a Rubab, a Persian instrument in hand and Abdul Ahmad; and between Mardana and Miyan Mitha"

Gwalior's Contribution in Dhrupad:

Unlike Khyal, Dhrupad free from Perso-Arabian cultural influence was considered to contain a pure and sophisticated history in Hindu society of India. Not only that its origin was directly linked to the religious pursuits with its super religious contents and eulogy of the Hindu Gods and Goddesses. Here, one of the most effective challenges Man Singh Tomar faced was due to his desperate initiative to go beyond Sanskrit, the traditional language of Dhrupad and compose them in a vernacular language, *Brijvasha* (Kaul, 2007). As Bhakti movement acted a sword against the Brahmanical orthodoxy of Hinduism, Man Singh's Dhrupad compositions in vernacular language led a blow upon the predominance of Sanskrit-fascination in both literary and musical world. But the age of Man Singh was incomplete without the talented *nayaks* (musical professionals) whose contributed meant a lot in the wholesome musical career of Man Singh, Nayak Bakshoo, mentioned earlier, Nayak Bhannu, Nayak Machchhu were the foremost ones. The age in Gwalior was significant because the intervention of so many folk tunes which were indigenous but were popular amidst the Mathura region in the traditional style of Dhrupad. Man Singh struck by

the then cultural mood brought a large novelty in the singing style which knotted the grammar, ornamentation and substance of the Prabandha along with the customs of the common people within it, as documented in his own celebrated work "Man – Kutuhal".

Miyan Tansen: Pioneer of Novelty in Indian Music:

Figure 3 - Tutinama painting illustrating coexistence of Indian instrument Veena and Persian instrument Rubab (Wade, 1990)

An acculturative ambiance led the embracement between the imperial court culture and the devotional mystic culture. During the Mughal period this particular phenomenon got more objectified which, in context of analysis we have to focus on another dominant musical legend, Miyan Tansen. Tansen can be said to have been obtained by the third Mughal emperor Akbar as a cultural outcome of political liberalism. It was because Akbar, ambivalent of personal enmity with the Hindu Rajput territories he conquered, took the policy of mutual cooperation by bringing them under his own suzerainty and giving higher *Mansabs* (ranks of the nobles determined by their holdings of horses). Likewise, the exchange of gifts was very common between Akbar and the Rajput rulers; but the evidence of importation of a *Kalawant* (artist) from such a subordinate ruler was not very usual. According to all the contemporary sources of the Mughal period, Tansen of Gwalior whose real name was Ramtanu Pande was sent by Ramchandra Baghela of Rewa to Akbar's court in 1562 (Delvoye, 1999). Following the literary trend of the Gwalior artisans, Tansen also worked on Dhrupads in Braj Language. Not only that, the ingredients of Bhakti philosophy and Vaishnavite contents e.g. *rasleela, Holi* (celebration of colors) etc. took place in Tansen's compositions implied his close discipleship with the Bhakti saint Swami Haridas of Vrindavan. The Akbar-Tansen duo, despite a perfect example of an imperial patron and his patronized was not beyond criticisms; especially the orthodox section attacked him blaming for the sanctity of the Dhrupads. But it can be argued that the impacts of both

Vrindavan and Gwalior style of Dhrupad from Swami Haridas (Figure 4) and Nayak Bakshoo, two of his teachers from those two regions respectively injected into Tansen's own stylization. Fancoise 'Nalini' Delvoye pointed out his close association with the Sufi saint Shaikh Muhammad Ghaus of Gwalior can justifiably claim for his Sufi inclinations sometimes. Apart from that, so many Mughal paintings illustrating the coexistence of the Indian and West Asian instruments in a single 'Indianized' court picture. Indianisation was also made possible in the Perso-Arabian instruments a main center of Tansen's experiments as he inputted the tunes commonly used in Indian stringed instruments like Veena in Persian instrument *Rubab* (Figure 3). Not only that, a major use of Veena within Akbar's court signified it as an actual laboratory of 'cultural synthesis' (Wade, 1990) which Akbar dreamt. Akbar's mind, always curious about the musical novelty defended Tansen's several experiments with ragas and their variations he created could repulse against a number of condemnations from the conservative section of the contemporary music critics.

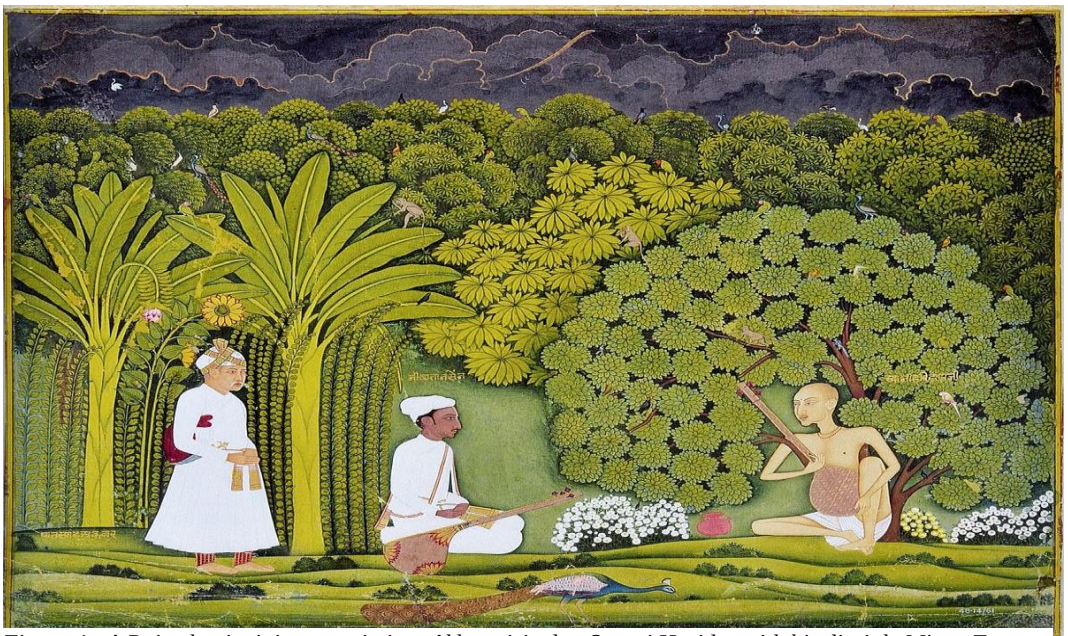

Figure 4 - A Rajasthani miniature painting: Akbar visited to Swami Haridas with his disciple Miyan Tansen

CONCLUSION:

Also apart from these above mentioned experimentalists of medieval India there were a large number of talents whose historical contributions might still be under veil. Along with the strong argument that the colonial conception of 'cultural degeneracy' we can state of some aspects of challenges that the Hindustani music successfully won. Firstly, it took the path of vernacular languages like Braj language initially and Hindi and Urdu later by coming out of the barrier of Sanskrit fascination of the orthodox musicologists. Second, the purported musicologists, instead of obeying those raga ethics, liberally concentrated upon the melody and novelty both in Indian and Persian ragas. The new variants of ragas were not patronized by the ruling class only, but also could reach to the non elite section of the society. Many of the devotional songs composed by the Bhakti saints like Kabir, Mirabai, and Guru Nanak etc. were based on those new raga variants and mobilizing the masses by these songs were the greatest specimen of

demolishing the elite monopolization upon the Hindustani music. Whereas in ancient India there was a Brahmanical dominance upon the practice of classical music, many Bhakti saints of Mathura and Vrindavan practiced Dhrupad and Sufi saints similarly practiced Khyal in medieval age. Resultantly, the ethical sanctity of the ragas might be destroyed but the random penetration of many folk tunes into these Hindustani genres led it to have a social, dynamic approach. Music can be more scientific and utilitarian when it can have the ability to express all the emotions of the man and society in a simple form. Likewise, Hindustani music, sometimes as a social demand could become the medium of symbiotic interplay between its creators and their patrons; whether it is royal patronage or that from the masses, literally illiterate in musicology.

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Revisiting Bengal Subah under Murshid Quli Khan and His Family

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ABSTRACT

This paper is an attempt to trace the mobility of Mughal history. The background of my work is the post golden age of the Mughal Empire in Bengal under its first effective Subahdar (provincial governor) Murshid Quli Khan and his family. The old Emperor lamentably restricted the trajectories of his political career in a long lasting war with the Marathas of the Deccan (1680-1707). The main intention of this study is to assess the contributions of Murshid Quli Khan in the political, social, economic and cultural spheres of Murshidabad as well as Bengal Subah, which emerged as an emblematic province of the continuation of the central authority and domination. Besides emphasizing on the achievements of Murshid Quli Khan in Murshidabad, another pole of political activities that have been brought to light some negative co-factors persuading the decaying of Delhi power like the "Deccan policy" of Aurangzeb, its deterioration or weakness during the course of time, an interior threat to the throne of Mughals and some intellectual steps regarding the administrative recruitments. Foreign interference and the nature of statecraft in shaping the contemporary Zamindari affairs were the two major issues which were the most crucial targets of Murshid Quli's steps elucidated here. In the light of his political might, the negotiations with some perspicacious cum influential provinces such as Coach Bihar, Assam and Tripura has been prioritized in this work. The rebuked legacies customs and the contributions of his family have been attempted to bring light in this paper.

Keywords: Revisiting Bengal, Subah, Murshid Quli Khan

INTRODUCTION:

The division of responsibilities and ranks between provincial governor and Diwan, which was introduced by Akbar created remarkable perplexity in the first half of the eighteenth century in Bengal. The condition of the subjects became lugubrious due to the maladministration of the province. The then landlords enjoyed a huge sovereignty in their own areas in return of annual revenue and in order to collect the same the peasants were under an extreme persecution. Sometimes the wives or children were also persecuted by the officials of the zamindars in the absence of the peasant. Due to the extreme exploitation of the peasants the improvement in agriculture was constantly hampered. As a result, peasants used to build up a strong protest against the provincial Mughal officials and forced them to abdicate. We can see this kind of struggle when Sobha Singh and Pathan Sardar, Rahim Khan assembled thousands of people against the Mughal Subahdar Ibrahim Khan in 1688. Between 1697 and 1700 the economic condition of Bengal began to deteriorate due to the corruption and rapacity of Subahdar Azim-Us-Shan. This resulted in Murshid Quli's nomination by emperor Aurangzeb as an honest and potential administrator. Growing up in an impoverished Brahmin family of Southern India, he was pushed in orphan hood during the age of his five years. He was nurtured by Safi Isfahani and got a new name, Muhammad Hadi. Haji Safi trained him as a man of complete foresight. Within a few days, Hadi made a great impact on the emperor by displaying his honesty and sagacity and received a promotion through the nomination of Diwan of Hyderabad and Berar. The badge of the first independent Nawab of Bengal could easily be affixed with Murshid Quli Khan due to the implantation of his distinct administrative framework. He proved himself as a successful administrator by leaving the contributions in political, social, economic and cultural spheres of Bengal. However, he never asserted his dominant status without manifestation of creditable allegiance to the central authority, especially emperor Aurangzeb. At first he was the Diwan and later became the provincial governor of Bengal on the basis of his personal deception and adroitness.

THE INITIAL REGNAL YEARS: MURSHILD QULI AND HIS ACHIEVEMENTS

1.1 Birth of a New Capital City: Murshidabad was one of the most predominant capital cities in medieval Bengal. According to the Imperial Gazetteer of India the town Maqsudabad later was dignified with Murshidabad in honour of Murshid Quli Khan. Several English documents of the eighteenth century mentioned Maksudabad as Muqsudavad. The transfer of capital city was the most remarkable evidence of Diwan's political acuteness. The administrative significance of the city rapidly increased and the process of urbanization had achieved a motion. Indeed, the prosperity and opulence of Bengal as well as Murshidabad turned into a myth during this time. The head of French settlement in Cossimbazar, Jean Law designated Bengal as the 'heaven of India'. However, the newly emerged capital city had already established itself as a political and commercial centre of Bengal before the arrival of Murshid Quli Khan. At the first half of the eighteenth century Murshidabad appeared as one the most illustrious centres of Urdu language and literature in Eastern India. Historian Jadu Nath Sarkar stated that Parganas (Chunakhali, Morgram, Kherul, Talerpur, Giyalpod, and Saridabad) of this city became the

accommodation of a large number of Arabs, Turks, Iranis and the Mughals. The Paraganas gradually emerged as a centre of Islamic studies. During the time of Murshid Quli khan education related matters were endeavoured by him. A large number of European merchants had settled in Kalikapur and Farrasdanga, which were located near Cossimbazar in order to gain profit in silk trade as the region used to produce silk unendingly and the amount of labour's wages was not lump sum. (Chaudhuri, 1975). Even Thomas Roe who came to the Jahangir's court as an envoy elucidated the prestige of Murshidabad as a silk trading centre. Jangipur was one 'most prosperous silk trading centre. However, the atrophy of this glorious and reputed capital city had started at the end of the eighteenth century.

1.2. Remarkable Reformist Steps:

Murshid Quli Khan primarily paid attention to the reasonable income and expenditure of revenue and to ameliorate agricultural production. In order to fulfil his motive, he began to appoint honest and adroit collectors in each Sarkars and Paraganas. He used to determine the total cost of land holdings on the basis of data which were procured by his loyal officials or workers, Diwan was also acquainted with the production capability of land and related matters by them. According to Riyaz-Us-Salatin, the most notable contributions of him was to make a compatible list of revenue of jagirs and khalsamahals (royal land).The constriction of government expenditure became possible for Diwan as he had dragged the less important administrative duties under a proper investigation (Salim G. H., 1902). The higher Mughal officials of Bengal who were tasting the lands as jagirs had gone back as Khalisa and as a result, the amount of state income increased to rupees 1021,415 in the sector of royal lands. As a consequence, the officials who were displaced from their jagirs had received the jagirs in non-arable lands near forest regions of Orissa. Jadu Nath Sarkar said that the lands were auctioned to Ijaradars from which the jagirdars had been dismissed and the ijaradars got the charge of collecting revenues in return for signing an agreement. Diwan also realized that it was impossible for him to institute Zabti system wherein, a link had already been created between government and rayyats regarding land revenue collecting issues. So he propagated a new system called 'Mal-Jamini' in which peasants used to pay the taxes to the ijaradars. This system provided rights to the ijaradars to collect the revenues (mal) in return of imparting security bonds to Diwan and receiving a share of collected taxes for their consumption. This kind of contract system led to the advent of new elite groups who started installing control on a number of remaining jagirdars. This eventually demolished the existence of Bengal's traditional Zamindari system. However, N.K. Sinha claimed that Murshid Quli played a key role to form the big Zamindaris. The six big zamindaris of Bengal (Rajshahi, Dinajpur, Nadia, Birbhum, Vishnupur and Burdwan) and the three big zamindaris of Bihar (Tirhut, Shahabad and Tikari) had come into existence under Murshid Quli's regime. Historian Abdul Karim also agreed regarding the existence of big zamindaris of Bangladesh. The land revenues had been ascertained through the fertility of cultivable land and the taxing dexterity of the peasants. Indeed, we can see the discontinuation of the process of land survey supported by missing surveys in Birbhum, Vishnupur and Calcutta; the city was not surveyed due to the Diwani rights of English according to the royal decree of Farrukhsiyar in 1717 (karim, 2018). Another notable

contribution of Murshid Quli was to impose an amount of cess on the zamindars of Bengal in paying the remuneration of the exchequers of the revenue department. However, the peasants fall into a miserable situation as the abwab had been extracted from them at a rate of 50% but their life became more secure to the zamindars. We can easily trace the secular minded nature of Diwan in his revenue department; Darpanarayan Sen and the Jay Narayan Simha were the two names of Murshid Quli's public surveyor (qanungo) and personal assistant respectively (Salim G. h., 1902). So many Hindu Bengalis were well versed with the Persian language and received the promotion of higher official posts (Ray-I- Rayan) during his time.

1.3. Diwan's Importance to the Emperor:

When Aurangzeb engaged himself in a prestigious struggle wilfully with the Southern Marathas the condition of the royal treasury became fatigued due to the expenditure in the battle. During this pestilence, Murshid Quli proved himself as a sentinel of Mughal Empire by through the transmission of revenue amounted one crore. Within a few days he became reliant on the emperor by showing his honesty and capability. He began to enjoy not only the office of Diwan but also Subahdar and Deputy Subahdar of Orissa and the financial head of Bihar. He contemplated on the agricultural amelioration of Orissa. Due to the dismissal of the jagirdars of Bengal from their holdings to Orissa, they became amenable to suppressing the possibility of insurgency for their interest which switched their attention to the agrarian improvements. Indeed, the revenue of the province had been collected as in crop; Murshid Quli grabbed the situation by giving a proposal to the businessmen for selling their crops directly while the entire process was accomplished through the government on the eve of Murshid Quli's arrival. This proposal had also been accepted cordially by them only for the convenience of selling the crops in the ports of the country. This is reflected in the corrugation of state expenditure. Through this phenomenon Aurangzeb's confidentiality was strongly established by Murshid Quli Khan. The importance of him to the emperor could be traced when the recommendation of Sayeed Nazir and Sarfuddin Ali for their promotion was accomplished successfully by Murshid Quli to Aurangzeb and the emperor cordially accepted this through increasing the official's ranks to hundred 'jaths'. We can also see the consequence of Murshid Quli's gentle image to the emperor when it became evident that an official could easily climb the higher empirical post (like sub-inspector of naval fleet) from a general worker. Once upon a time, Aurangzeb had sent a handwritten testimonial and a gorgeous royal dress to Murshid Quli Khan in return of receiving the amount of 2, 33, 64, and 553 from him (Bandyopadhyay, 2002).Even the impression of Murshid Quli in referring the candidacy of a person to the emperor was more adorable than Subahdar Azim-Us-Shan (Aurangzeb's grandson), for instance- Niyamatullah's candidacy as faujdar of Cooch Behar became nugatory to the emperor and the acknowledgement of Abdur Rahman's importance as sub-inspector of naval fleet was done only after the approbation of Murshid Quli Khan.However, Murshid Quli's growing amicable relation with Aurangzeb led to the cause of prince Azim-Us-Shan's indignation on the emperor's beloved. The Prince started to perceive that without Diwan's permission he could not invest the money of the royal treasury for his interest. So he made an attempt to secretly assassination of Diwan without creating any provocation in Diwan's mind. In order to quench his intention, Prince had engaged in a confidential conspiracy with the commander of 'Nagdi' force, Abdul Wahid by showing him a fomentation of incrementing salary and huge amount of gratuity. Though their conspiracy had been crushed completely with Murshid Quilts diplomacy and artifice. The Prince was constantly trying to appease Diwan due to conceal his depravity and beg amity from Murshid Quli. Through this incident, Azim-Us-Shan was ruthlessly

condemned by his grandfather; Aurangzeb blackmailed him that he should submit an explanation if any kind of recurrence shall take place as earlier had happened (gladwin, 1788). This phenomenon not only paved the way of Diwan's pellucid nature to emperor but also compelled Subahdar to shift Patna in 1704 (later dignified as Azimabad) which made Murshid Quli Khan as an unofficial Subahdar of Bengal.

SPECTACULAR ROLE AND CONTRIBUTIONS AS SUBAHDAR:

It is not a very difficult task to understand that the efficiency, sagacity and expertise of a Diwan would eventually be expressed in his character when he started proving himself as Bengal's first successful Subahdar or Nawab. A man of multiple talents was injected in the personality of Murshid Quli Khan. He made a significant number of contributions during his governorship in Bengal. The Subah of Bengal never forgot him for his remarkable role in every field of politics. As provincial governor of Bengal, several memorable key parts and achievements of Murshid Quli Khan have been discussed here.

2.1. **Rise and Prosperity of a Banking Family:**

History says that political events and developments cannot run without the support of economic power. In the sixteenth century Europe, we can notice spectacularly that the illustrious banking family like Fuggers of Augsburg and the Medici of Florence had taken a leading role in determining the route of history of the Spanish royal family and the Valois dynasty of France respectively. The repetition of this century's historical incidents could also be traced in the politics of Bengal throughout the mid seventeenth and the entire eighteenth century wherein the family of the Seths were gradually building up their effective figure. The sun of good luck of this monetary group had already woken during Shah Jahan's regime when Hiranand Shaw (man of Gahilarha family of Oswal community) visited to find prosperity in Patna from Marwar in 1652 (Little, The House of Jagat Seth, 2016). The demise of this great merchant personality could not stop the gorgeous advent of this family; rather the journey of opulence was started by Manik Chand, eldest son of Hiranand. He was attracted by the lucrative commerce of Decca and formed his financial business. When Murshid Quli Khan along with his officials left Decca for settling in Maksudabad, he was associated with Manik Chand and made him the head of his newly founded mint. The loftiness of the family's prosperity was remarkably maintained by Manik Chand's descendant, Fateh Chand who was instantly pleased by Murshid Quli (1712) and this led to the winning of his designation from emperor Farrukhsiyar through a special recommendation of Subahdar (Little, The House of Jagat Seth, 2016). Actually this family formed an economic domination in operating the century's political developments and played a vital role in the Battle of Plassey (1757). They also had been accused as the leading figure of Plassey conspiracy. So the family of merchant kings was ever thankful to Murshid Quli Khan just due to his unfeigned support in their proceedings.

2.2. The Nature of Statecraft to Shape the Contemporary Zamindari Affairs:

From the beginning of Mughal regime, Zamindari extension and their revolt became a common phenomenon in Bengal; dominative spirit of the zamindars was severely suppressed by Subahdar Islam Khan (1608-1613). However, their self-independent soul had wished to awake once again in the eighteenth century. Murshid Quli took a little bit of time to put down the

upheaval of Dhir, land lord of Rohtas in Bihar. He also demolished the fort of the rebellions following the instruction of the emperor. Even the zamindari extension of Raghunath Singh was stifled by Murshid Quli Khan and his intervention had dissuaded the landlord of Jayantiya and nominated Yusuf Beg Khan for handling the political environment of Sylhet. One of the most unforgettable contributions of Murshid Quli Khan was to suppress the indomitable nature of Udaynarayan (zamindar of Rajshahi) and the Sitaram Ray of Bhushana. The zamindari blood of Sitaram started flowing in his vain as his father used to provide service as Faujdar of Khulna. Through the expression of his valour in defeating the Pathan Sardar of Bhushana, Karim Khan Sitaram became adherent of the then Subahdar Shaista Khan and got the jagir of Naldi Pargana of Bhushana in 1686 in return of expelling the bandits and afghan rebels (Mitra, 1965). He also promised to pay the regular taxes to the government. This Kayastha originated personality quickly reached the peak of power with the cooperation of his two intimate colleagues, Muniram Ray and Raghuram or Ramrup Ghosh. Within a few days he was able to find peace and order in the Pargana. The subjects of adjoining zamindars were encouraged by the honest and magnanimous rule of Sitaram and began to take shelter under him. Sitaram kept the zamindars who were loyal to Subahdar away from his expedition. In this way he had extended his influence and the magnitude of his dominion from Chakla Bhushana to Pupapat, Paqtani and Rukanpur Parganas. After the death of Zamindar Krishna Prasad, he captured Taraf Kachuberia; the zamindar of Ramdev was afraid of Sitaram's behaviour and ceded the northern part of Mahmud Shahi Pargana to his hand. However, the Mughal Subahdars did pay any attention to the opulence of Sitaram as he became altruistic for the provincial administration through paying the taxes regularly and restoring the peace and order. This led to the enhancement of his kudos by receiving the title 'Raja' from Shaista Khan (Bhattacharya, 1906). We can observe his non-sectarian nature as his Capital (Muhammadpur) was engraved with the name of a Muslim. Within a few days, Muhammadpur rose to commercial prominence. Murshid Quli Khan was also happy with Sitaram's revenue paying capability and tackling the depredators, Muniram used to play a diplomatic role in managing the Subahdar. Though the Mughal faujdar of Bhushana, Abu Turab had submitted a report to the then Subahdar Azim-Us-Shan but the report was not acceptable to him due to the internal conflict between Diwan and faujdar. Abu Turab became agitated on Sitaram as his embassy was misbehaved by Zamindar; he sent an army to catch Sitaram immediately but ultimately Abu Turab went into vain due to the guerrilla warfare strategy of Sitaram. The impetuous character of faujdar compelled him to send two thousand cavalry men under an Afghan Commander, Pir Khan in 1713, but Abu Turab was assassinated mistakenly by Sitaram in a jungle where he visited to hunting. Murshid Quli Khan was very afraid of faujdar's sudden demise as he thought that the emperor would become doubtful regarding the question of his responsibility. The faujdar's death in the hand of Zamindar proved the growth of Sitaram's wealth and power. Baksh Ali Khan was newly appointed as faujdar of Bhushana by Murshid Quli and strictly instructed to recapture Bhushana. Two eminent personalities- Barendra Brahman Ramjivan and his servant Dayaram Ray, who later founded Natore and Dighpatiya royal family respectively, assisted Murshid Quli to subsidence Sitaram's authority. The situation became critical for Sitaram due to the siege of Bhushana by Commander Sangram Singh and faujdar Baksh Ali Khan and

Ramrup was murdered in the hands of Dayaram. At the beginning of 1714, the Mughal army seized Muhammadpur fort. Finally, Sitaram was defeated and imprisoned to the hand of the Mughals and brought to Murshidabad. After spending some lamentable days in confinement he was penalized through execution in October, 1714. According to Jadu Nath Sarkar, as a consequence of Sitaram's demise, the sun of the establishment of last Hindu kingdom had gone down (Sarkar J. N., 2003).

On the other hand, Murshid Quli faced a challenge through the revolt of Rajshahi's Zamindar Udaynarayan in 1713; the zamindar established his dominion on the banks of river Padma. He made himself a powerful zamindar of Subah. Udaynarayan ordered his troops to extract money from the subjects through exploitation as the soldiers remained unpaid for a few days, his assistants (Kalia Jamadar and Ghulam Muhammad) insisted that he fight with the Mughals. Ultimately, he and his son Shaheb Ram were defeated and imprisoned by the Mughals in the battle of Jagannathpur. Stewart claimed that Udaynarayan had committed suicide for fear of the Mughals (Stewart, 1813). Indeed, Udaynarayan was caught to the hand of Raghunandan (founder of Natore royal family and the brother of Ramjivan) near Devinagar and was brought in Murshidabad and the zamindari of Udaynarayan was delivered to the hand of Ramjivan. It is noted that Ramjivan was succeeded by his son Raghuram, who expressed his valour against Udaynarayan and due to this Murshid freshly made a zamindari settlement with him (Chakravatry, 1989). His son was none other than the king of Nadia Maharaja Krishna Chandra Ray, who played a significant political role in the latter half of the century. We can say that on the basis of the locomotion of the then socio-political trajectories, Murshid Qualia played a double role in dealing with the traditional zamindars of Bengal.

2.3. Political Negotiations with Some Influential Provinces:

Indeed, the Mughals were incapable of establishing their authority throughout the Indian subcontinent, the hilly provinces of India- Tripura, Cooch Behar and Assam played a crucial role in preventing the expansion of Mughal dominion. However, Murshid Quli Khan had astonishingly win over the provincial threats through a strategic political diplomacy.

- **Tripura**: It was located in the eastern frontier of Bengal Subah, which constantly made a barrier in front of the Mughals. The history of Tripura had passed through the clashes with the Mughals. Ratna Manikya II (1684-1712) who was a very potential king of Tripura avowedly neglected the Mughal power. Even he promised the King of Ahom dynasty, Rudra Singha on two occasions (1709 and 1711) that he should assist him, if he would make an expedition to invade Bengal. When he became a victim of a conspiracy, made by his brother Ghanashyam Barthakur then Murshid Quli Khan immediately sent Mahmud Safi to the court of Ratna Manikya as his representative and demanded elephants copiously. With the demand of these gifts, a large troop was also sent by him from Decca to Tripura. The active support of Ghanashyam to the troop played a significant role behind the scene; actually his main motive was to dethrone his brother and he became successful in this plot. In this way he captured the throne through his step brother's assassination on May 10, 1712 and was dignified with the title Mahendra Manikya. However, he ruled for a very short period and the relations with the

Mughals began to deteriorate at the end of his reign. After his death in 1714, Durjay Dev succeeded him by receiving the title Dharma Manikya II. He was a very courageous ruler and started resisting the Mughals challenge; he also stopped the remittance of fifty-three elephants to the court of Murshidabad (Chowdhury, 2017). Murshid Quli constantly demanded this but ultimately failed. Indeed, Dharma Manikya II was intended to make a revolt. The repression of this revolt was ascertained to Sujauddin Muhammad Khan (son-in-law of Murshid Quli Khan) and he subdued the revolt with a strong hand in 1728.

- **Cooch Behar:** It is situated in the north-east part of Bengal and included in the Himalaya-Terai region. Before the arrival of Murid Quli, the Subahdars were incapable of including this state permanently with Bengal. The Cooch kings refused to accept the Mughal sovereignty. Even, powerful Subahdar like Mirjumla kept Cooch Behar under his regime for one year (December 13, 1661-1662) (Sarkar J. N., 1979). Mainly during the time of Cooch King Rup Narayan who ruled for eleven years (1703-1714), Mughal Bengal made a direct intervention in this state. The accession of Rup Narayan to the throne introduced a new regime. He attempted to recapture the territories, which the state had lost in a clash with the Mughals in 1687. Amanatulla Ahamed stated that, with his accession to the throne Rup Narayan dismounted an armed conflict against the Mughal faujdar of Rangpur. However, Rup Narayan could not build up a challenging resistance against the Mughal power. The main reason for Murshid Quli's paying gradual attention to this state was the high income of Cooch kings and he was ready to face the challenge of Rup Narayan. Though it was not an easy task to defeat the Cooch king due to his defensive strategy in the war, he was backed by the Afghan rebels. Finally, a temporary peace treaty was signed between Faujdar of Rangpur and Rup Narayan, Bora and Patgram had been restored to the Cooch kings. Though the treaty was signed without any consent of Subahdar this was not acceptable and constrained Rup Narayan to sign a new treaty in 1711 (Ahmed, 1936).The Nazir of Rup Narayan, Shant Narayan received Bora, Patgram as leases from Murshid Quli Khan and the Cooch King agreed to send a representative to the Murshidabad court. After the death of Cooch king in 1714, he was succeeded by his elder son Upendra Narayan. There was a cordial relation between the newly Cooch king and Subahdar. During the reign of the new king, the state was able to keep its independence.
- **Assam:** It is located in the north east part of Bengal. After the historic defeat of Subahdar Mirjumla in 1662 against the Ahom kings there was no military expedition against this state. Displacement of the Mughals from Kamrup by Udayaditya in 1671 and the snatching of western Assam from the Mughals by Gadadhar Singha in 1682 were the two most remarkable victoriesof the Ahom dynasty. With accession to the throne of Rudra Singha in 1696, the peaceful political ambience between Bengal and Assam started deteriorating. However, Murshid Quli claimed his loyalty as usual. Rudra Singha strengthened his state through internal reforms and reorganizing his army. According to historian Gait, he desired to include a portionof river Ganga under his domain (Gait, 1906). Before starting his expedition, Rudra Singha requested the feudal kings and zamindars of Bengal to adjuvant him. He sent ambassadors to the rajas of Morang, Banvishnupur, Nadia, Cooch Behar, Burdwan and Baranagar and advised them to construct an allied power against the Mughals. He also accused the Mughals for demolishing the Hindu temples. In order to struggle against the Mughals, he wished for the active cooperation of Tripura king, Ratna Manikya II and consequently sent deputation to the Tripura royal court three times from 1709 to 1715. He deployed a large force consisting of four lakhs against the Nawab of Murshidabad in 1714 and made a plot to enter

Bengal forcefully at the month of November, but unfortunately his sudden demise in September, 1714 emaciated the dream of his occupying Bengal forever. It is very difficult to say about the existence of any compatible measures of Murshid Quli against him, but his sudden death became an announcement of relief to the Nawab.

3. LEGACY, CUSTOMS AND CONTRIBUTIONS OF NAWAB'S FAMILY:

A ruler and his family can turn their concentration to the other arenas of domain, when the political and economic environment becomes tranquil. Eighteenth century's Murshid Quli and his family had played a significant role in other sectors of their regime. Women empowerment especially, the role of the ladies of the royal family became prominent during this period. Murshid Quli's wife Nauseri-Banu-Begum became well educated in Islamic learning and thoughts and later on she paid careful attention in extending religious teachings among the ladies of her harem. She used to assist her husband in matters related to the state affairs. She solidified the Purdah system in zenana, even no maid of her harem were allowed to enter further if she went out once. She was also conscious about Nawabi food and drinking. She constructed a beautiful mosque near Chawk Bazar in Murshidabad; a madrasa was situated in its inner part, where the indigent students were taught and enlightened without paying money (Khan, Murshidabad O Banglar Nazim, 2008). Murshid Quli's daughter Zinnat-Un-Nisa achieved the title, Azim-Unnisa which meant that preeminent among the Begums. The evidence of her discreteness was traced when she made a diplomatic decision regarding the nomination of Aliverdi Khan (an adventurer who came to the court of Sujauddin) as Deputy Subahdar of Bihar. Indeed, the nomination was done only for her desire (Banerjee, 1942). Durdana Begum (Murshid Quli's grand-daughter) proved herself as an outstanding figure in eighteenth century court politics of Bengal, she persuaded her husband, Mirza Lutfullah to take revenge for her brother, Sarferaz Khan's death in the battle with Aliverdi Khan. However, her husband was defeated and they took shelter to the court of Asaf Jah I by using the sagacity of her begum and this great influential lady was felicitated with the title of '*Mehman'* Begum. The Jafar family also paid their attention in constructing magnificent architectural erections. The construction of Chehelsetun (hall of forty pillars) was one the most prestigious vestige of Murshid Quli's architectural expressions, he also built up mosques- Begum Bazar mosque (amalgamation of Indo-Persian style) and the Katra mosque (dani, 1961); at the end of his regime he instructed his obedient companion, Morad Faras to build up in 1723, the Nawab was buried under the entrance of the mosque. So many Islamic scholars used to assemble in this place and made it a learning centre of greater significance. The endowment of financial aid in constructing the Hindu temples also proved the Nawab's secular mentality, the erection of Shyam Sundar temple (1726) in Nadia also supported this. Tripoli Gate was another excellent erection of Persian style which was constructed by Nawab Sujauddin Khan, located to the eastern side of his palace and the upper portion of this gate known as Naubat Khana, from which the songs were delivered for the beneficence of Nawab. He also spectacularly established a garden, called Roshni Bag (garden of light) on the west bank of river Bhagirathi at the end of his reign; here he spent the last episode of his life by reading the religious texts. Begum Azim-Un-Nisa erected a beautiful mosque, known as Azimkatra mosque located two kilometres far from the Hazarduari Palace;

it was an emulation of Katra mosque. An unfinished mosque consisting of five domes was situated one kilometre in the north from Chawk mosque, erected by Nawab Sarferaz Khan. The main reason for its imperfection was the involvement of Nawab in the decisive battle of Giriya (1740) with Aliverdi Khan. Even a celebrated Urdu poet Hriday Ram Joda received patronage from him (Khan, Murshidabad O Banglar Nazim, 2008). The sagacity and dexterity of Durdana Begum in Urdu and Persian literature had to be recognized, her husband was a renowned poet and he was familiar as Mukhmur in the Urdu and Persian poetry world. So, we can observe that, apart from political and economic aspects, the Jafar family of Murshidabad left an unforgettable contribution to the different arenas of their regime and this helped them to climb up a high status to the history of Bengal.

CONCLUSION:

It can be concluded that Murshid Quli Khan's regime attained as a climacteric moment on the move of Indian History. Indeed, he should be considered as a redeemer of Bengal due to the knock down the apparatus of the corrupted governance of former Subahdar Azim-Us-Shan and resuscitated the economic, political, social and cultural life of Bengal for a long time. His newly introduced distinct domination (popularly engraved as Nawabi rule) had been continued by his notorious inheritors throughout the eighteenth century. Besides this, Murshid Quli's family left an unforgettable episode in the history of Bengal Subah, their secular minded secular nature provided an opportunity to the Bengalis in establishing their comprehensive roles in distinct arenas and delivered the reputations to the different courts of contemporary Indian genre. Generally, the personality of a man always obstructed by his calumny, Bengal's first independent Nawab was not its exception, during his illustrious regime he became a face of impedance to a particular aristocratic class of Bengal, mainly the traditional Zamindari families of the Subah as the leading part of landlordism had been annihilated by harsh governmental apparatus of Nawab. However, Murshid Quli's character was very brilliant in confronting the foreign merchant organizations but he never completely discontinued the establishments of foreign dominations in the Indian subcontinent. Beyond all the limitations and animadversions, Murshid Quli established himself as a curious character to the history buffed people and in future, there are more scopes to evaluate his personality and achievements.

Figure 1 - Murshid Quli Khan

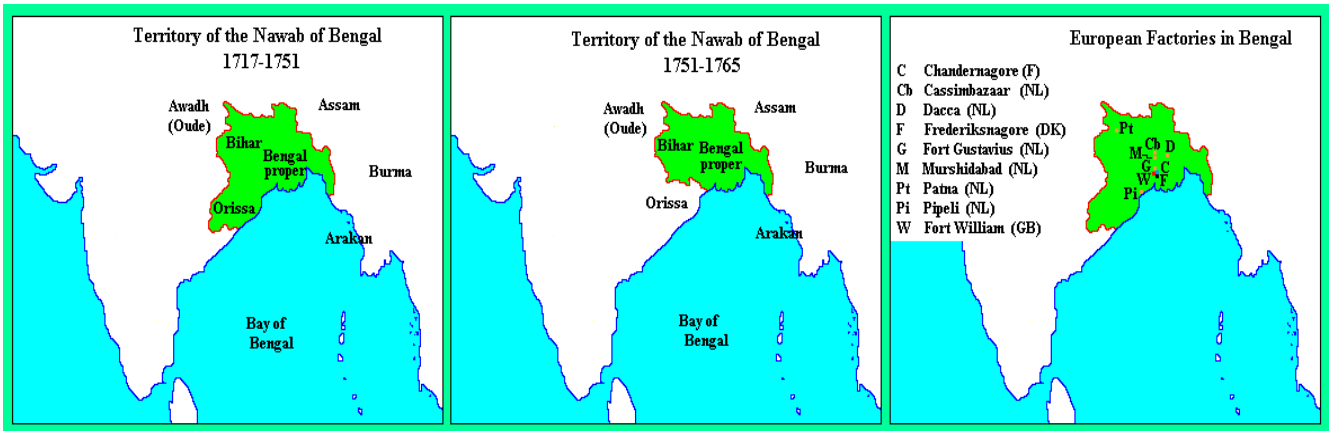

Figure SEQ Figure * ARABIC 2 - Map of territory of Bengal in Nawabi reign

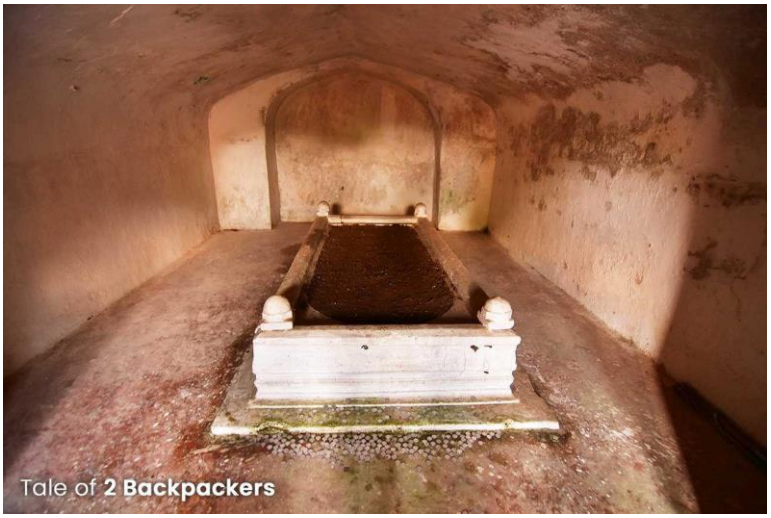

Figure 5 - Katra Mosque

Figure 7 Tripolia Gate

Figure SEQ Figure * ARABIC 8 – Dighapatiya Rajbari

Figure 9-Fauti Mosque

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Educational Perspectives in Social System: Foucault Effect

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ABSTRACT

In Social Science, with a special connection to French Sociologist and Literary Critic Michel Foucault, Power refers to the capabilities, capacities, actions, conduct of a social actor. Power does never signify to the threat or use of force by one actor against another and also one single social institution cannot hold power in a structure. Challenging the concept of exercising power by any single individual or social institution Foucault declared 'Power is everywhere' and also 'comes from everywhere'. As also mentioned by Sociologist Max Weber Power mainly refers to the ability to carry out one's will despite any resistance. Initiating from the very basic of family, larger organizations also like schools, colleges, universities, Governments can also administer power in an ideological way to make learning reasonable and accessible to the students. Rather Foucault has used the term 'Power-knowledge' to signify that Power is constituted through accepted forms of knowledge. This 'regime of truth' is continuously reinforced and redefined by the social system. Education being a sub system of the whole exercises 'disciplinary power' for controlling the population and promoting the norms to make a productive citizen for society in future. This paper focuses on how Foucault's concept of Power influences the modern day educational practices.

Keywords: Michel Foucault, Power, Education, System

INTRODUCTION

Education in its broad meaning refers to any experience effecting the character or ability of an individual. In a very formal sense Education refers the process of gaining knowledge and development of skills. But Education refers to a lifelong continuing social process where the society through the institutions like schools, colleges transmit the cultural heritage, ideas, values from one generation to next generation. The basic aim is to make a child a productive member of society in future. Sociologist Emile Durkheim pointed Education as **society's means of guaranteeing continuation of its existence by assimilating new individuals into it.** Talcott Parsons is also similar to Durkheim referring the **role of establishing shared norms and values.** According to Swami Vivekananda Education is the **"process by which character is formed, strength of mind is increased and intellect is sharpened as a result of which one can stand on one's own feet."** Educational Perspective is a particular attitude in respect to Education to the environment which is consistent with one's physical & cognitive ability as well as social and emotional needs.

On the other hand Social system is an orderly structured arrangements of the functioning of Social interactions. The networking of this arrangement can be built with the various sub systems in an interrelated approach. Educational system like the other Religious System, Economic system is thus an important sub system of the big umbrella of Social system. The major function of Education in society falls under Functional, Conflict and Symbolic Interactionist approaches. In the Functional approach the functions of Education include mainly Socialization and Social Integration. The Conflict theory deals the social inequality. The Symbolic Interactionism focuses on Social interactions in the classroom, on the playground and in other venues which reinforces social responsibilities and gender roles. In this Social system, Power is the social productivity determining the capacities, beliefs and actions of an individual. Power refers to the ability to have one's will carried out despite the resistance of others. Power also can be used to influence the actions of others.

1.CHAPTER- LITERATURE REVIEW:

A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books and other sources relevant to a particular area of research. The review should enumerate, describe, summarize, objectively evaluate and clarify this previous research. It should give a theoretical base for the research and help the researcher to determine the nature of research. The literature review acknowledges the work of previous researchers and in so doing assures the reader that the work has been well conceived. A literature review creates a "landscape" for the reader, giving her or him a full understanding of the developments in the field. The landscape informs the reader that the author has indeed assimilated all previous significant works in the field into her or his research.

In the works of Foucault's middle years – "**Discipline and Punish"** and **"The History of Sexuality", Vol. 1** – Foucault traces the emergence of some of the practices, concepts, forms of knowledge, social institutions and techniques of government which have contributed to shaping modern European culture. He calls the method of historical analysis he employs 'genealogical'. Genealogy is a form of critical history in the sense that it attempts a diagnosis of 'the present time'. One of the central threads of Foucault's genealogy of the present is an analysis of the transformations in the nature and functioning of power which mark the transition to modern society. Foucault's genealogy of modern power challenges the commonly held assumption that power is an essentially negative, repressive force that operates purely through the mechanisms of law, taboo and censorship. According to Foucault, this 'discursive' conception of power (Foucault 1978: 82) has its origins in the practices of power characteristic of pre-modern societies. In such societies, he claims, power was centralized and coordinated by

a sovereign authority who exercised absolute control over the population through the threat or open display of violence. From the seventeenth century onwards, however, as the growth and care of populations increasingly became the primary concerns of the state, new mechanisms of power emerged which centered around the administration and management of 'life'. In the complex story that Foucault tells, this new form of 'bio-power' coalesced around two poles. One pole is concerned with the efficient government of the population as a whole and focuses on the management of the life processes of the social body. It involves the regulation of phenomena such as birth, death, sickness, disease, health, sexual relations and so on. The other pole, which Foucault labels 'disciplinary power', targets the human body as an object to be manipulated and trained.

In **"Discipline and Punish"** Foucault studies the practices of discipline and training associated with that disciplinary power. He suggests that these practices were first cultivated in isolated institutional settings such as prisons, military establishments, hospitals, factories and schools but were gradually applied more broadly as techniques of social regulation and control. The key feature of disciplinary power is that it is exercised directly on the body. Disciplinary practices subject bodily activities to a process of constant surveillance and examination that enables a continuous and pervasive control of individual conduct. It is not, however, only the body that disciplinary techniques target. Foucault presents disciplinary power as productive of certain types of subject as well. In "**Discipline and Punish"** he describes the way in which the central technique of disciplinary power – constant surveillance – which is initially directed toward disciplining the body, takes hold of the mind as well to induce a psychological state of 'conscious and permanent visibility'. In other words, perpetual surveillance is internalized by individuals to produce the kind of self-awareness that defines the modern subject. Foucault suggests that in modern society the behavior of individuals and groups is increasingly pervasively controlled through standards of normality which are disseminated by a range of assessing, diagnostic, prognostic and normative knowledge such as criminology, medicine, psychology and psychiatry. Foucault claims that modern regimes of power operate to produce us as subjects who are both the objects and vehicles of power. Foucault's analysis of productive power points to a complex interaction between modern forms of power and knowledge: 'the exercise of power perpetually creates knowledge and, conversely, knowledge constantly induces effects of power' (Foucault 1980: 52). For Foucault, power can be said to create knowledge in two related senses. Firstly, in the sense that particular institutions of power make certain forms of knowledge historically possible. In the case of the social sciences, for example, it is the refinement of disciplinary techniques for observing and analyzing the body in various institutional settings that facilitates the expansion of new areas of social research. Power can also be said to create knowledge in the sense that institutions of power determine the conditions under which scientific statements come to be counted as true or false (Hacking 1986). According to Foucault, then, 'truth is a thing of this world: it is produced only by virtue of multiple forms of constraint. And it induces regular effects of power' (Foucault 1980: 131). This description suggests that the production of 'truth' is never entirely separable from technologies of power. On the other hand, Foucault maintains that knowledge induces effects of power in so far as it constitutes new objects of inquiry – 'objects' like 'the delinquent', 'the homosexual' or 'the criminal type' – which then become available for manipulation and control (Rouse 1994: 97). For example, he claims that it is the knowledge generated by the human sciences which enables modern power to circulate through finer channels, 'gaining access to individuals themselves, to their bodies, their gestures, and all their daily actions' (Foucault 1980: 151). It is in order to signal the mutually conditioning operations of power and knowledge

that Foucault speaks of regimes of 'power/knowledge' or 'discourses'; that is, structured ways of knowing and exercising power.

2.CHAPTER- RESEARCH QUESTIONS:

A research question is a specific inquiry which the research seeks to provide a response to. It resides at the core of systematic investigation and helps to clearly define a path for the research process. A Research question lies at the core of systematic investigation and this is because right questions will always bring out accurate research outcomes.

A research question focuses on the research, guides all stages of inquiry, analysis and reporting. A research question aims to explore an existing uncertainty in the concerned area and points to a need for deliberate investigation.

In this study **Power** is an entity or individual's ability to control or direct others. Power at its most fundamental sense is the ability or facility of being able to cause something to happen. In its rational and moral application, it regulates society in a balanced manner. In its irrational application it is a tool of oppression. Sometimes it is applied in a coercive manner and sometimes it involves rational incentives. Essentially, its role is management or mismanagement by those who exercise it.

So the research questions identified by the researcher in this study include the following:

1. What impact does power have in nurturing the social system in views of Michel Foucault?
2. What changes can be noticed in respect to Foucauldian power in present day education system?

3.CHAPTER- EDUCATIONAL EFFECT OF MICHEL FOUCAULT IN SOCIAL SYSTEM:

3.1 Impact of Power in Social System in views of Michel Foucault: Michel Foucault (1926-1984) a French social theorist, Philosopher and also public intellectual whose work inspired Sociologists in various sub fields specifically in Sociology Of Education. In the recent post-modern era, following Foucault, the mechanism of Power is more dependent on bodies. The most important feature of Foucault's concept of Power reveals that Power is not a thing or a capacity which can be owned either by State, social class or any individual. The concept of Foucauldian power is relational. It is neither force nor domination nor authority. Power can never be possessed by any institution. But rather power is exercised through influences which one have on other actions. As society can never be set up with a single individual so none can escape from power relationship in the society. Institutions and Governments are simply the ossification of highly complex sets of power relations which exist at every level of the social body.

He argued that who control, wield power in society and shape the outcomes of the lives of other people. He emphasized that Power is not held by individuals but mainly power is accessible and exercised by those who control social institutions because here the knowledge of powerful is considered legitimate. So he denoted the concept 'Power/knowledge'. He has used the term 'Power/knowledge' to signify that Power is established through accepted forms of knowledge & scientific understanding. He has observed that there is no power relationship without constitution of a field of knowledge. Foucault has examined about discourses. These Power, Knowledge and truth are connected through this discourse. He has adopted the term 'discourse' to talk about a social system producing knowledge. Discourse is the way we speak and write about any subject. Depending on the language, it is completely shaped by the structures of power in our society. For instance, Family is a discourse. From earlier days to present days the joint family system has changed into nuclear family system. So, discourse is dynamic and the views of people keep on changing about discourses. Communication in the

society help us to use that 'pool of knowledge' of discourses in the society. This pool is accepted by the large section of society and further legitimized for future use. This 'pool of knowledge' changes as people adapt it, add to it & subtract from it. Those who control are in the position to influence these discourses and differ across cultures. The factors which influence this power within an individual are -

- Gender
- Race & Community
- Education
- Occupation
- Economic status

Foucault distinguishes his ideas on power by criticizing power models which see power as being purely located in the State or the Administrative and executive bodies which govern the nation State. All relations of power at different levels work together and against each other in constantly shifting combinations. The State is merely a configuration of multiple power relations. Foucault criticizes traditional power models; power is not about simply saying no and oppressing individuals, social classes or natural instincts, instead power is productive. It shapes forms of behavior and events rather than simply curtailing freedom and constraining individuals. He argues in "**The History of Sexuality**", Volume. One: that power generates particular type of knowledge and cultural order.

In Foucault's view power and oppression should not be reduced to the same thing for a number of reasons. To identify power with oppression is to assume that power is exercised from one source. By regulating people's everyday activities, power produces particular types of behaviors. Foucault develops his view of power as productive rather than repressive. Power is not an institution, a structure, or a certain force with which certain people are endowed; it is the name given to a complex strategic relation in a given society. Power should be seen as a verb rather than a noun, something that does something, rather than something which is or which can be held onto. Foucault puts it in the following way in Power/ knowledge:

- "...Power is employed and exercised through a netlike organization...Individuals are the vehicles of power, not its points of application." (1980:98)

In recent decades, scholars and commentators have distinguished between hard and soft power. The hard power can be exercised through threat or force whereas this soft power is the ability to have influence on others. The hard power considers the interests in terms mainly of costs and benefits but the soft power works on the notion of attractive ideas. Thus power is also the capacity to have control on others. Power is not mainly on the control of various resources rather it is also the control over ideologies. Scholars have found this kind of powers over various social organizations like Government, Education, Religion and many more. In Foucauldian concept, Power cannot be a ruthless domination but rather power has a productive nature because power constraints actions but not the actors. Power can never be acquired or seized as a commodity by any individual or institution because power functions in the form of a chain. As Foucault argues in "**The History of Sexuality**", **Vol.1** that Power generates particular type of knowledge and culture it shapes the behavior. In the society power must work like a verb. Foucault puts it in the following way: '....Power is employed and exercised through a net like organization...Individuals are the vehicles of power, not its points of application.'

So, while introducing the productive nature of Power Foucault has introduced Panopticon which is an architectural settings designed by Jeremy Bentham in the Mid nineteenth century. Through this mode violent methods were replaced by surveillance and observation method. It offers a powerful hierarchical observation structure to regulate behavior in social institution like hospitals, asylum, factories and everywhere. It is used as a metaphor allowing the

relationship between social control and people in a disciplinary manner. This surveillance marks the transformation of an individual shaping their various behavior in prescribed manner for each institution.

Foucault has showed how an institution encourages discipline for self regulation in his book **"Discipline & Punish"**. He has analysed the exercising of power through the use of various mechanism and techniques. Discipline is a concern which is internalized by each individual with time, self control, posture, bodily function, concentration, emotions. It is also a technology keeping one under surveillance to formulate these subjects. It is also used to improve one's performance, increase capabilities and also to put one's best activity to the most of use. In his argument, morality refers to the sets of rules and prohibition of a society while ethics refers to the values these rules ascribe to different behaviours and how people behave in relation to these rules. It is mainly the technology for regulating the social relationships and relationship with one self. So Foucault's power relies on the mechanism of daily interactions in the institutions to allow individuals to govern own behavior. Discipline increases the capacity of an individual, the power of a body. This constant supervision and thoughts of being monitored force individuals to act in prescribed manner where actions encourage individuals with rewards and discourage with penalties. Taking Foucault, on a micro scale, parents set household rules expected to be followed by the children. In formal structure the administrators also set rules to be followed by all. It is evidently clear that the notion of Power in Foucault's words is a form of soft power with more humane approach.

3.2 Foucault's Effect of Power in Education System: Foucault has listed a number of techniques or principles which facilitate the operation of power specifically in Education system. During the ancient time in Gurukul system the education was not managed and organized. In the medieval system the knowledge imparted was completely dependent on religious preaching. But in modern education system the most important change is noticed in the views of Foucault is the use of space working with principles of enclosure which means Students are locked in institutional spaces. Within the broad periphery small enclosures like Classrooms, dormitories, libraries, laboratories were created for various purposes. Children are also divided according to their age. All of these are needed to maintain the organized social spaces.

The idea of Panopticon through Surveillance is the technique of through which disciplinary power is exercised. There is no need of physical violence; only a single gaze is enough to regulate an individual. It is about preventing people from doing wrong and taking away their will to do wrong. This is the principle on which modern society operates in schools removing the corporal punishment.

Foucault has mentioned another set of disciplinary techniques which relates to the organization of activities. Firstly the establishment of timetable indicates that groups of people could be engaged in the same task at the same time in schools. Secondly, the group activities where people are trained to perform the same set of movements at the same time for example recitation drills or prayer in assembly hall. Thirdly, methods of training the body and its gestures are perfected. In schools, Students are taught to hold a pen correctly and to sit at their school desks in a particular way. All of these were aimed at making the body much efficient to reduce the waste of minimal time in performing useful activities.

Discussing Power concept with the words of Foucault, it can also be said that the curriculum is the primary process for power transaction by the authorities in educational institutions. Power and knowledge are interconnected. With the policies and the curriculum framework for educational institutions not only the academically strengths are focused but the main aim is to produce a productive individual in future for the society. The recent NEP 2020 also talks about

the 21st century skills like Critical thinking, creativity, problem solving in all students. These all are necessary for shaping the behavior of students.

CONCLUSION:

Here in the present study the modern concept of Power in the social system has been primarily discussed where Educational Institutions have got a special focus in connection with French Philosopher Sociologist and Literary Critic Michel Foucault. With the help of secondary resources like books, journal, publications it has been showed in the study that the aim of power is not to oppress the weak by the powerful but the management of self and of population in larger aspect. The research study focuses on the relational nature of power in the social system. It also talks about how the accepted values, moral and ethics become powerful through encultration process in the society and can influence the actors in the society to establish those as "the truth". Schools and other educational institutions as a social set up aim to make the body of an individual more productive through Power. And thus the Power in Foucault's concept rejects the corporeal punishment structure and also bears a humane approach following the soft power concept in society. In future study an amalgamation of Sociology, Power Dynamics, and Nanotechnology is an emerging field of inquiry for specially Educational Management disciplinary purpose.

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Role of Social Media in Elections : A Review

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ABSTRACT

This review article explores the significant role played by social media in elections. It investigates the influence of social media on the electoral process, including voter participation, political campaigns, information dissemination, and democratic participation. Additionally, the article explores the challenges and opportunities posed by the use of social media platforms during elections. This article aims to provide a comprehensive overview of the role of social media in elections and its implications for democratic procedures. This article aims to enhance our understanding of the influence of social media on political landscapes and electoral outcomes by synthesizing existing research and analyzing case studies from different countries. It attempts to identify the critical factors that influence the success or failure of social media strategies in election campaigns. The increasing prevalence of social media platforms has altered the dissemination and reception of political information. It is essential for policymakers, political candidates, and citizens to comprehend the function of social media in elections. This article emphasizes the significance of monitoring and regulating social media platforms in order to guarantee fair and transparent electoral processes. It also highlights the need for media literacy programmes to equip individuals with the ability to navigate the complex social media landscape and distinguish between reliable and false information. This article's primary objective is to shed light on the multidimensional impact of social media on elections. It identifies key benefits, such as increased political engagement, access to diverse perspectives, and targeted campaigning, as well as potential challenges, such as the spread of misinformation, polarization, and public opinion manipulation. By analyzing effective and ineffective social media strategies, the article provides recommendations for politicians and policymakers to leverage the potential of social media by minimizing its negative effects. This review article's findings contribute to the ongoing conversation about the role of social media in democratic processes and provide a foundation for future research in this area.

Keywords: Social Media, Election, Political Campaigns

INTRODUCTION

In the current digital era, social media platforms have proliferated, revolutionizing how people connect, exchange information, and participate in public discourse **(**Wasim Feroz Bhat ,2020). As a consequence, experts, decision-makers, and the general public have paid close attention to how social media influences democratic processes, notably elections. This study intends to completely investigate and analyze the complex effects of social media on elections, giving light on how it affects voter behavior, political communication, the transmission of information, voter mobilization, as well as the moral and legal issues it raises (Metkar. A, 2020)

Social media has become a significant instrument in recent years that has the ability to change the dynamics of political campaigns (Muhammad, M, 2020) Social media is becoming a crucial part of political communication strategy due to its immediate access to millions of users, capacity to circumvent conventional media gatekeepers, and direct ability to interact with voters. These platforms are being used by candidates and political parties to spread their message, rally followers, and reach a wider audience outside of typical campaign rallies and media appearances.

The influence of social media on voter behavior is one of the review's main themes. According to research, social media use may have a big impact on voters' attitudes, views, and decision-making. Social media platforms' capacity to host political dialogue and material may influence how voters see politicians, broaden their understanding of politics, and affect their preferences. Furthermore, a crucial field of research focuses on how social media may mobilize previously disengaged or marginalized populations, emphasizing the platform's power to influence civic engagement and voter turnout.

The review explores social media's function in political discourse as well. Political parties and candidates have never-before-seen opportunity to contact personally and interactively with voters thanks to social media platforms (Sani, M, 2016) The mechanics of political discourse have changed as a result of the capacity to provide real-time information, reply to constituent questions, and amplify campaign themes, creating new possibilities and problems for political players.

An other important topic covered in this analysis is information distribution. Growing worry has been expressed about the impact of social media on the dissemination of political news, false information, and disinformation during elections. Social media platforms make it possible to share information quickly, but they also have drawbacks including the spread of misleading information, echo chambers, and filter bubbles. In today's digital environment, it is crucial to comprehend the methods by which political information travels on social media and its potential impacts on public opinion and political polarization.

The assessment also discusses how social media affects voting turnout. The capacity to mobilize support via social media platforms, grassroots movements, and internet activism have become crucial in contemporary political environments (Narasimhamurthy, N, 2014). An understanding of social media's ability to increase political involvement and diversity may be gained by analyzing its techniques and efficacy in interacting with a variety of demographics and historically underrepresented groups.

Important factors to take into account are the ethical and legal issues raised by the use of social media in elections. Attention must be paid to privacy issues, the impact of algorithms on content syndication, the dissemination of false information, and the possibility of foreign meddling. While making suggestions to address these issues and guarantee openness, accountability, and fairness in the use of social media during elections, the assessment evaluates current ethical frameworks and regulatory measures.

The goal of this thorough analysis's conclusion is to provide a sophisticated understanding of how social media affects elections. This study adds to the larger conversation on the interaction between social media and democratic processes by examining its influence on voter behavior, political communication, information dissemination, voter mobilization, and resolving ethical and regulatory problems. The results will be a useful tool for scholars, decision-makers, and other interested parties who are trying to understand the complicated world of social media in elections and stimulate informed decision-making to protect the fairness and democratic principles of electoral processes.

1. OBJECTIVES:

The objectives for this review paper are as follows:

1. To assess the impact of social media on voter behavior, including its influence on attitudes, opinions, decision-making processes, and voter turnout.
2. To examine the role of social media in political communication during elections, including how it is utilized by candidates, political parties, and grassroots movements to disseminate information, engage with voters, and shape political narratives.
3. To evaluate the influence of social media on information dissemination during elections, including the spread of political news, misinformation, and disinformation, and their potential effects on public opinion and political polarization.
4. To investigate the role of social media in mobilizing voters, particularly in reaching traditionally underrepresented or marginalized groups and analyzing its effectiveness in promoting political engagement and civic participation.
5. To identify and analyze the ethical and regulatory challenges associated with the use of social media in elections, including privacy concerns, algorithmic bias, the influence of foreign interference, and to propose recommendations for ensuring transparency, accountability, and fairness in its use.

By addressing these objectives, the review aims to provide a comprehensive understanding of the multifaceted role of social media in elections, informing future research, policymaking, and best practices in utilizing social media platforms for electoral processes.

2. REVIEW OF EXISTING LITERATURE:

Mallipeddi, R et al (2021) mentioned that social media content created by human brands increased engagement during the Indian general election 2014.

Wasim Feroz Bhat (2020) stated that Political marketing is expanding rapidly, with each party introducing more innovative tools and techniques to pursue voters. Using social media platforms such as Facebook, Instagram, Twitter, and YouTube, the campaign attracts the attention of all individuals, particularly youthful voters. It informs electors of the party's platform and raises funds for the party. Even frequent statements from personalities and media moguls inspire the general public to form its own opinion.

Sarmah, R., & Mohapatra, N. (2020) stated that In democratic nations such as the United States of America and India, social media has become an integral element of election campaign communications. This new approach to election campaigning is crucial for attracting electors. Social media platforms such as Facebook, Twitter, Google+, Whatsapp, and YouTube, among others, have been made available to political parties and voters, making it easier for political leaders to communicate with voters. During an election, social media enables candidates to share, post, and remark on their views, thereby increasing their direct engagement with their constituents.

Metkar. A & Aade A (2020) stated that in this day and age of digital technology, one of the most effective tools for communicating information is social media. In the current study, the

researcher will look at the impact that social media plays in the management of political campaigns. During the general elections that took place in 2014, social media was a significant factor in influencing the behavior of voters. Beginning in 2014 and continuing forward, an explosion of new businesses centered on social media entered the scene.

Manu, D. et al (2020) stated that in accordance with what is happening everywhere in the world, political parties in India made extensive use of online social media throughout the election process in order to generate a significant amount of conversation about the event.

Muhammad, M., et al (2020) mentioned that through the usage of social media, all of the major parties centered their campaigns on using social media in addition to traditional marketing. During the course of the election campaign, political parties attempted to influence the opinions of voters by increasing the amount of publicity they received in the media and via commercials. People made frequent use of the internet and were attentive to the advertising. The use of social media revealed first-rate characteristics of competing parties or organizations, not only favorable ones.

Marylin, & Sheriff. (2017) mentioned that Due to the anonymous nature of the internet, social media promotes misinformation, misleading information, and hate speech against an electoral candidate. This poses one of the biggest difficulties to electioneering in the twenty-first century. These are used to sway public opinion and become viral. During the 2015 presidential election, social media had a significant impact on voter turnout, public awareness, involvement, and the dissemination of candidate information.

Karamat, A., & Farooq, A. (2016) observed that social media is one of the important players in modern civilization. Social media is altering information behavior by providing users with access to real-time, online information channels that are not limited by time or location.

Sani, M., & Zengeni, K. (2016) observed the rise of social media platforms like blogging and online news portals has implications for national security, encompassing future operational difficulties of a conventional, irregular, and disruptive character. These consequences for national security may be broken down into three categories.Due to the fact that it enables users to circumvent the restrictive influence of censorship, there is little question that the Internet serves as a conduit for alternative information and democratic principles. The policy of making internet open has provided the social media with a tremendous opportunity to significantly contribute to the democratisation process and the consolidation of democracy in Malaysia.

Ahmed, S. et al (2016) observed Popular social media platform Twitter has emerged as the preeminent political communication and campaign instrument in Western democracies. In economically developing democracies with limited Internet access, its influence in politics, particularly during election campaigns, remains mainly obscure. Additionally, it is observed that the winning party's electoral success is strongly correlated with their use of Twitter to engage voters, the large number of first-time voters, and internet accessibility.

Kapoor, K. K., & Dwivedi, Y. K. (2015) mentioned the winning campaign for brand NaMo has been centred on the use of social media and the adaptation of campaigning strategies taken from the Obama campaign for the presidency of the United States. The face of political movements in India has been noticeably transformed as a direct result of the convergence of electoral campaigns and social media.

Narasimhamurthy, N. (2014) stated that Through the use of social media, political parties and candidates are able to more effectively communicate with a huge number of people in a very short length of time. Social media platforms, in contrast to conventional media, make it possible for politicians to actively communicate with the people who could vote for them. Because political parties and candidates may now immediately discuss their opinions, aims, and successes with voters thanks to social media, people might now have the impression that they

are playing a more active role in the campaign. Candidates are able to provide their supporters with a glimpse of what goes on behind the scenes of their campaign and more readily measure participation thanks to social media.

Younus, A. et al (2014) stated The popularity of Twitter as a forum for political discourse has prompted academics to investigate how well it predicts election results. This paper investigates "election trolling," or the personal attacks made by supporters of various political parties on one another during election campaigns, which is a little-studied element of politics on Twitter.

3. RESEARCH METHODOLOGY:

This review paper's research methodology includes a rigorous examination of 26 selected papers obtained through a systematic review of the literature. The systematic approach insured the incorporation of pertinent and high-quality papers that contributed to the comprehension of the use of digital technology and media by governments for public awareness campaigns.

Due to its primary purpose of summarizing and synthesizing the findings of the selected papers, the research design can be characterized as descriptive. The researchers intended to provide an exhaustive overview of the current state of knowledge in this field by conducting a thorough literature review. This required identifying common themes, patterns, and insights across the papers in order to obtain a deeper understanding of the utilization, effectiveness, challenges, and best practices of digital technology and media in public awareness campaigns.

This study seeks to contribute to the existing body of knowledge by consolidating and presenting a coherent summary of the research findings in a systematic and organized manner, using a descriptive research design. This descriptive review can serve as a foundation for future research endeavors, policy development, and practical implementations in the domain of government-led public awareness campaigns utilizing digital technology and media.

4. DISCUSSIONS & ANALYSIS:

Researchers employ a diverse range of statistical instruments to effectively examine and comprehend data for research investigations. These instruments serve as invaluable tools, enabling researchers to detect patterns, establish relationships, and derive meaningful insights from the data they have gathered. Among the commonly employed statistical instruments in this domain are SPSS (Statistical Package for the Social Sciences), ANOVA (Analysis of Variance), chi-square test, reliability test, and backward chaining. Each of these instruments possesses unique functionalities that contribute to the analysis and interpretation of data in distinct ways. This article aims to explore and elaborate on the specific applications and utilities of these research instruments. By delving into the intricacies of each statistical tool, researchers can enhance their understanding of how to harness their potential for valuable data analysis and interpretation in the context of their research studies.

In the conducted review, the papers were segregated according to various criteria, including research approach, research design, sampling technique, and whether the research was conducted in India or elsewhere. This classification facilitates comprehension of the various perspectives and contexts within which studies on the use of digital technology and media for public awareness campaigns have been conducted.

The research approach is the overall strategy researchers employ to answer their research queries. It may consist of quantitative, qualitative, or mixed-method approaches. By categorizing papers based on their research approach, one can identify the various methodological approaches used to investigate the topic, as well as the strengths and weaknesses of each approach.

The research design category indicates the specific design employed by researchers, including experimental, case study, and descriptive designs. This classification facilitates comprehension of the nature of the studies and the degree to which causal relationships can be inferred.
Sampling technique refers to the method by which researchers select study participants or cases. Random sampling, purposeful sampling, convenience sampling, and avalanche sampling are common sampling methods. Categorizing papers according to sampling technique facilitates the evaluation of the representativeness of the samples and the generalizability of the findings. Differentiating between research conducted in India and research conducted outside of India provides insight into the geographical scope of the studies as well as any potential differences in findings across diverse cultural, social, or political contexts. It assists in identifying the unique challenges and opportunities associated with implementing public awareness campaigns utilising digital technology and media in various regions.
By separating the papers based on these criteria, researchers and readers can obtain a comprehensive understanding of the existing literature, identify research gaps, and compare studies conducted in various contexts. It enables a nuanced analysis of the use of digital media and technology for public awareness campaigns and facilitates the identification of best practises, challenges, and opportunities in various research settings.

Table-1: Research approach

RESEARCH APPROACH	NUMBER OF RESEARCH
Quantitative	13
Qualitative	7
Mixed	6

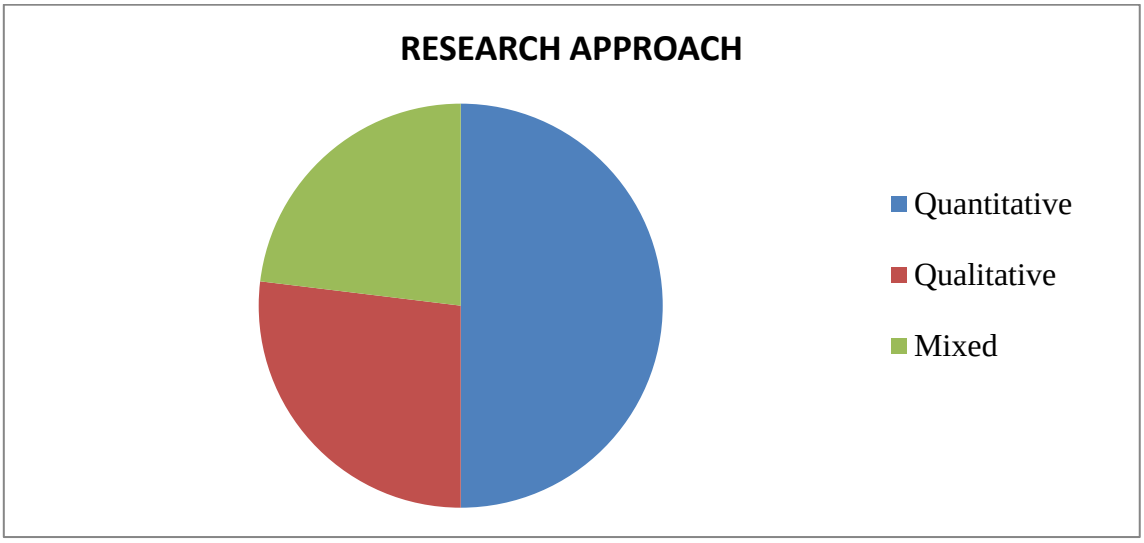


Table-2: Research Design

RESEARCH DESIGN	NUMBER OF RESEARCH
Descriptive	12
Exploratory	10
Empirical	4

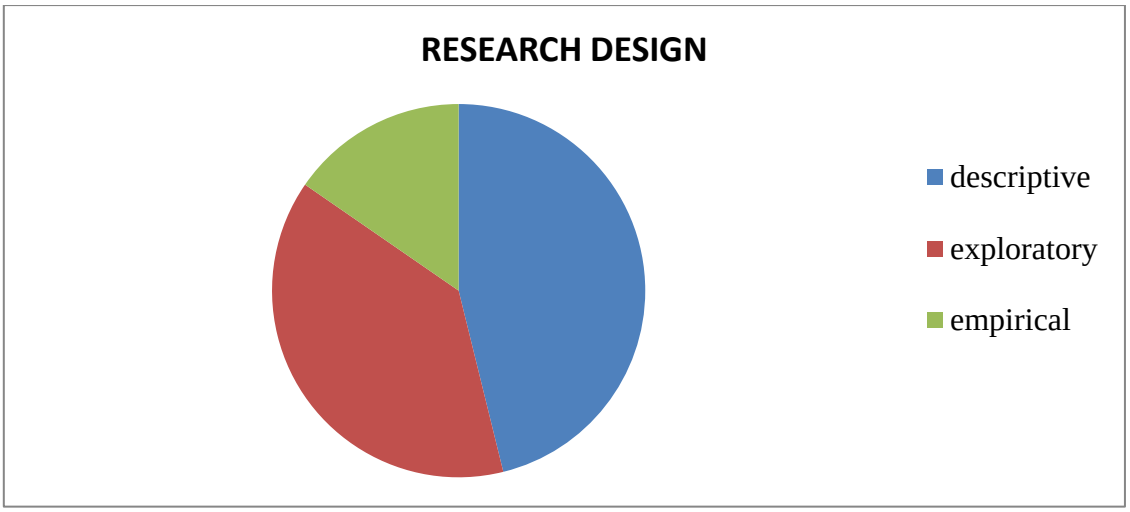


Table-3: Sampling Method

SAMPLING METHOD	NUMBER OF RESEARCH
Random Sampling	11
Stratified Sampling	7
Convenience Sampling	4
Purposive Sampling	4

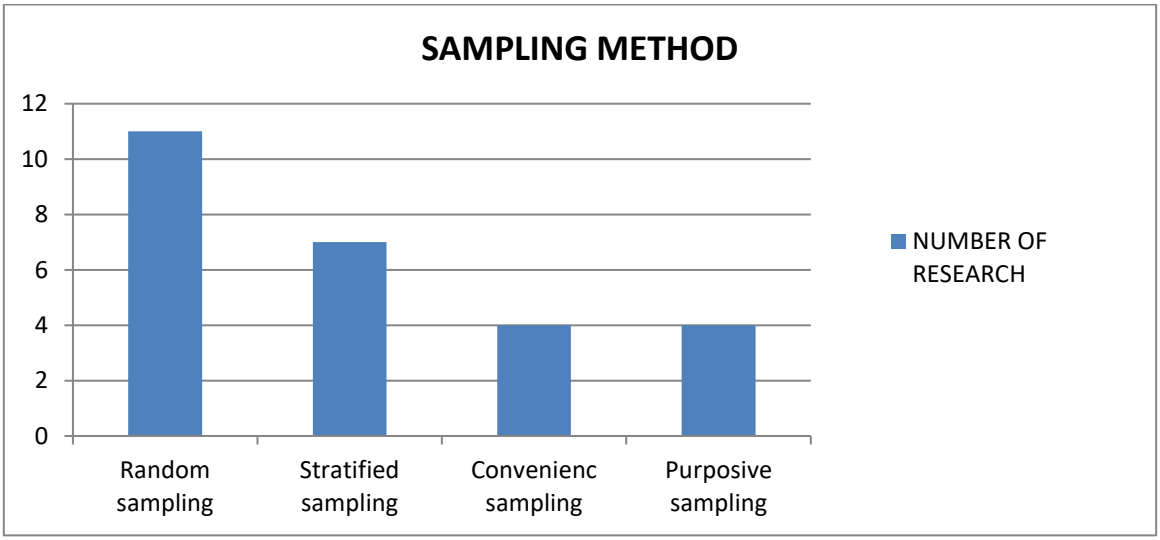
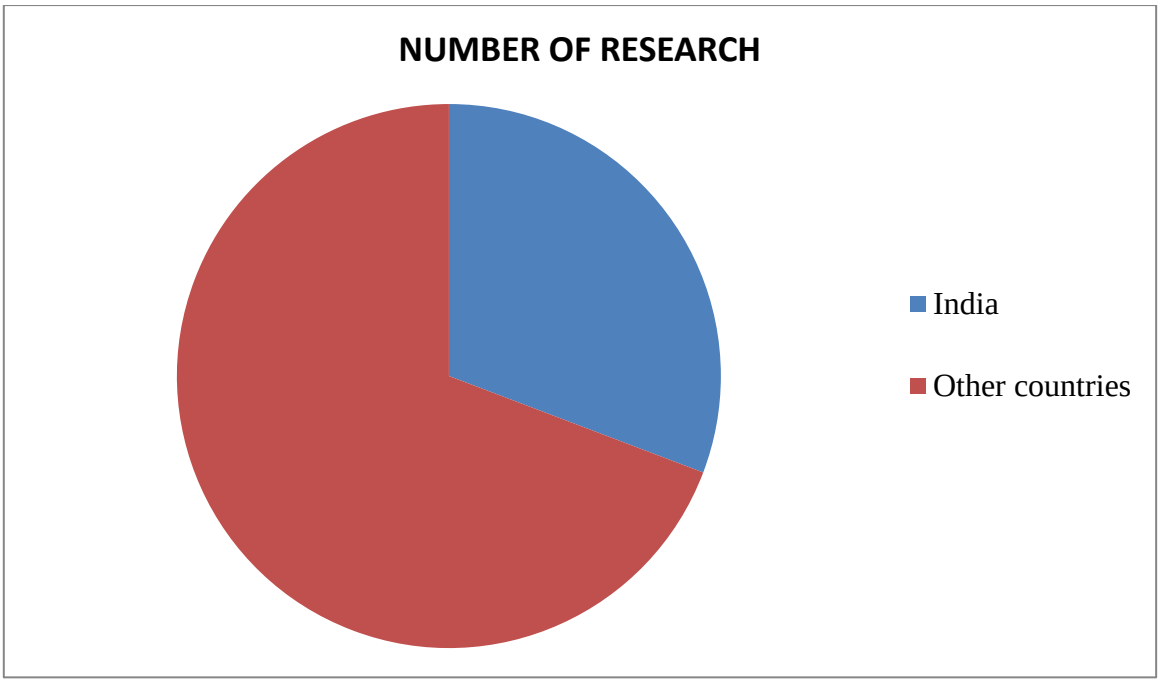


Table-5: Research Origin Country

RESEARCH DONE IN	NUMBER OF COUNTRIES
India	8
Outside India	18



5. VARIABLES IDENTIFIED:

In a review on the role of social media in elections, several variables can be identified and analyzed. Here are some key variables that are often examined in the studies:

1. Social Media Usage: This variable focuses on measuring and understanding the extent and patterns of social media usage by voters, political candidates, and political parties during elections. It involves examining factors such as frequency of social media use, types of social media platforms utilized, and the purposes for which social media is used in relation to elections.
2. Voter Behavior and Attitudes: This variable explores the impact of social media on voter behavior and attitudes. It includes measuring changes in voter preferences, candidate evaluations, political engagement, and political knowledge as influenced by exposure to social media content during election campaigns.
3. Information Dissemination: This variable examines the spread and impact of political information on social media platforms. It involves analyzing the volume, sources, and characteristics of political news, as well as assessing the prevalence and effects of misinformation, disinformation, and fake news circulated through social media during elections.
4. Political Communication Strategies: This variable focuses on how political candidates, parties, and grassroots movements utilize social media for communication purposes during elections. It includes examining the types of messages conveyed, engagement strategies employed, and the effectiveness of social media in reaching and mobilizing voters.
5. Voter Mobilization: This variable explores the role of social media in mobilizing voters and encouraging political participation. It includes studying the use of social media platforms for organizing grassroots campaigns, promoting voter registration, facilitating online activism, and targeting specific voter demographics.
6. Ethical and Regulatory Factors: This variable involves assessing the ethical and regulatory challenges associated with the use of social media in elections. It includes examining issues such as user privacy, data security, algorithmic bias, the influence of foreign interference, and the need for transparent and accountable social media policies and regulations.

By analyzing and understanding these variables, researchers can gain insights into the multifaceted dynamics of social media's role in elections, its impact on various stakeholders, and the broader implications for democratic processes.

6. FUTURE SCOPE AND LIMITATION:

Future research could explore the impact of emerging technologies, comparative analysis, long-term effects, and innovative strategies for utilizing social media in elections. However, the study's limitations include generalizability, rapid evolving landscape, data quality and reliability, and ethical considerations.

The impact of social media in elections can vary across different contexts, such as political systems, cultural norms, and technological infrastructure. Therefore, caution should be exercised when applying the findings to specific countries or regions without considering their unique circumstances. The rapid evolution of social media platforms and their features makes it challenging to capture the full extent of their impact in a static review. Data quality and reliability are crucial, and researchers must carefully evaluate the credibility and methodology of the studies included in the review.

Ethical considerations should be explored, such as privacy concerns, manipulation of information, and the influence of targeted advertising, to provide a more comprehensive understanding of the subject. By addressing these areas, future research can provide a more nuanced and up-to-date understanding of the evolving role of social media in elections and its implications for democratic processes.

7. CONCLUSIONS:

Social media plays a crucial role in elections, impacting voter behavior, political communication, information dissemination, and voter mobilization. It allows candidates and parties to bypass traditional media gatekeepers and connect directly with voters, reaching previously disengaged or marginalized groups. However, social media also presents challenges such as the spread of misinformation and disinformation, which can distort voter perceptions and undermine the electoral process's integrity. Echo chambers and filter bubbles further exacerbate this issue. Despite these challenges, social media has proven effective in mobilizing voters through grassroots campaigns, engaging younger demographics, and promoting interactive features.

Policymakers and electoral authorities must address ethical and regulatory challenges, ensuring transparency, accountability, and protection of user privacy on social media platforms. Political candidates and parties should adopt a responsible approach, prioritizing accuracy, fact-checking, and meaningful interactions while promoting reliable information and civil discourse. In conclusion, social media plays a significant role in elections, but it also presents challenges such as the spread of misinformation and echo chambers. Policymakers should focus on ethical and regulatory considerations, while political candidates and parties should use social media responsibly to maintain the integrity of the electoral process.

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Service Industry and Regional Development

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ABSTRACT

The article researches the reporting method of evaluating the role of the service sector in the socio-economic development of regions. In it, the main indicators of the service sector are analyzed by region. On this basis, the development of regions is classified and described by "green", "yellow" and "red" colors. Also, scientific conclusions and recommendations on the need to develop a public-private partnership in the development of the service sector were offered.

Keywords: Region, Development of Regions, Service Sector, Public-Private Partnership, Category of Regions, Description of Regions, Assessment, Rating.

INTRODUCTION

The development of the service sector is one of the main issues of the reforms implemented in our country. Because this sector, as an important driver of economic growth, must be of particular importance in ensuring the competitiveness of the national economy. Therefore, the service sector is the main criterion for evaluating the socio-economic development of regions. In this regard, the tasks of ensuring the rapid growth of the service sector in our country, further supporting entrepreneurial activity in the sector, creating new jobs for the population and introducing a rating system for the socio-economic development of regions have been se [1]. Based on the defined tasks, we paid special attention to the evaluation of the trends in the field of service in the socio-economic development of the regions and the role of private entrepreneurship in this process [2]

Because the issues of increasing the role of entrepreneurship in the development of the service sector have been little studied as an object of research. However, the scientific and practical study of the role of entrepreneurship in this area is also an important component of the ongoing reforms. In this regard, this research is a special method of researching the service sector, and it is of great importance in the development of effective measures aimed at increasing the entrepreneurial activity of the population in this sector.

THEORETICAL FRAMEWORK

According to the problems and factors of the socio-economic development of regions, the directions and methodological concepts of regional research differ. These are the socio-economic policy of regional development [3]., socio-economic efficiency [4]., socio-economic security [5]., etc [6]. In recent years, research in a new approach is also being carried out. In particular, it is worth noting family entrepreneurship and regional development [7], evaluating the role of family entrepreneurship in regional development in the "neighborhood" approach [8]. The results of such assessment also confirm the existence of uneven trends in the development of regions. Reasons for this are related to the favorable geographical location of regions, natural resources, and climatic conditions, level of development of infrastructure facilities and other factors, as well as the level of development of small business and family entrepreneurship in the regions and the role of "neighborhood" and "sector" in this. Relying on these methodological approaches, our study investigated the role of the service sector in the development of regions and the importance of public-private partnerships in these processes.

The assessment of the development of the service sector in the regions covers such activities as trade, transportation and storage, accommodation and food services, information and communication, and health and social services. The final result of the activity of the service sector is determined by the volume of services provided. Therefore, the indicator of the volume of services provided to the population is used to determine the role of the service sector in the economy, in particular, in the development of regions. Based on this, it is possible to assess the contribution of entrepreneurship in the development of this sector. The volume of services provided by business entities operating in the regions was analyzed.

METHOD

In this study, the role of the service sector in the development of the regions of the Republic of Uzbekistan was studied. Using the statistical indicators of the regions of the Republic of Uzbekistan, the main indicators of the development of the service sector and regions were compared and analyzed. It is important in developing the service sector in our country's economy. Therefore, the development of the service sector in the main target regions was assessed in this study. The following system of indicators was used:

• average annual number of permanent residents during the reporting period

(thousand people);

• volume of services provided during the reporting period (billion soums).

Private indicators describing the development of the service sector of the regions were formed on the basis of official statistical data. In this case, the volume of services per capita was calculated using the following formula:

$$AJXH = KXH/AS; \quad (1)$$

here,

AJXH - the volume of services per capita, (billion soums);

KXH – the volume of services provided during the reporting period (million soums);

AS – the average annual number of permanent residents during the reporting period (a thousand people).

FINDINGS AND DISCUSSION

The development of the service sector is important for the structural renewal of the national economy, ensuring the well-being and employment of the population. Therefore, as a result of paying serious attention to the development of the industry in recent years, its importance in the economy of our country is increasing. At this point, if we focus on the state of development of the service sector in our country, as of January 1, 2020, the volume of GDP is 511838.1 bln. amounted to 165,053.2 billion soums. Or its share in GDP was 35.5 percent, which increased by 105.1 [9]. percent compared to last year. The volume of provided market services is 16,272.5 billion soums (an increase of 111.6%), the volume of provided market services per capita is 484,600 soums (an increase of 109.5%), those employed in the sector are 50.7% of those employed in the economy, in this sector the share of operating enterprises and organizations was 65.9% (20.6% increase) [10]. If during this period the number of small enterprises and micro-enterprises operating in our country was 334.8 thousand, the largest share of their number was in the trade sector 30.0%, in the industrial sectors 20.9%, in construction 10.8%, in agriculture, forestry, and fisheries. 8.6%, 7.6% in accommodation and food, and 4.5% [11]. in transportation and storage. As can be seen from these data, in general, a growth trend was observed in the main indicators of the service sector in the economy. However, the role and share of huds in such growth are different (Table 1).

The highest indicator of the volume of services provided by business entities in the regions is Tashkent city (25785.4 billion soums), Tashkent (3289.3 billion soums), Samarkand (2430.5 billion soums), Fergana (2242.8 billion soums)), Bukhara (1750.4 billion soums), Andijan (1524.8 billion soums) and Kashkadarya (1514.3 billion soums) regions. Relatively less Namangan (1227.6 billion soums), Surkhandarya (1216.3 billion soums), Khorezm (1104.0 billion soums), Republic of Karakalpakstan (973.2 billion soums), Navoi (837.1 billion soums) . soums), Jizzakh (790.8 billion soums) and Syrdarya (720.5 billion soums) regions were observed. If these figures are compared to 2018, it can be observed that the volume of services provided by business entities has increased in all regions except the Surkhandarya region (Table 1).

Calculations based on this methodology made it possible to determine the differences in services per capita in the development of the service sector in the regions of our republic. For example, as of January 1, 2020, the average indicator of the republic was 5668.6 thousand soums, while the highest percentage by region was the city of Tashkent (25703.0 thousand soums), Navoi (4904.9 thousand soums), Tashkent (4705.7 thousand soums). and Bukhara (4275.4 thousand soums) regions. Samarkand (3196.9 thousand soums), Andijan (3141.6 thousand soums), Sirdarya (3128.1 thousand soums), Khorezm (3065.0 thousand soums), Jizzakh (3058.6 thousand soums) and Fergana (3034.2 thousand soums)) average indicator was

recorded in the regions. In the regions of the Republic of Karakalpakstan (2964.0 thousand soums), Surkhandarya (2873.2 thousand soums), Kashkadarya (2691.1 thousand soums) and Namangan (2675.5 thousand soums), the volume of services provided per capita are low compared to other regions (table 1).

1- table Rating of regions on the development of the service sector (as of January 1, 2020)

№	The name of the regions	average annual number of permanent residents	* Volume of services provided during the reporting period		** Volume of services per capita		*** Volume of services provided by small enterprises and micro-enterprises		Areas rating	
		a thousand people	million soum	score	thousand soums	score	billion soums	score	∑ score	place
1	Republic of Karakalpakstan	1898,3	5 489 177	26	2964,0	23	973,2	23	72	11
2	Andijan	3127,7	9 730 102	30	3141,6	28	1524,8	28	86	4
3	Bukhara	1923,9	3 363 233	23	4275,4	30	1750,4	29	82	6
4	Jizzakh	1382,1	1 904 054	21	3058,6	25	790,8	22	68	14
5	Kashkadarya	3280,4	4 292 705	24	2691,1	21	1514,3	27	72	12
6	Navoi	997,1	4 847 489	25	4904,9	32	837,1	21	78	7
7	Namangan	2810,8	7 442 909	28	2675,5	20	1227,6	26	74	10
8	Samarkand	3877,4	12 271 115	32	3196,9	29	2430,5	31	92	3
9	Surkhandarya	2629,1	7 469 166	29	2873,2	22	1216,3	25	75	9
10	Syrdarya	846,3	2 621 934	22	3128,1	27	720,5	20	69	13
11	Tashkent,.	2941,9	13 740 175	33	4705,7	31	3289,3	32	96	2
12	Ferghana	3752,0	11 279 996	31	3034,2	24	2242,8	30	85	5
13	Khorezm	1866,5	5 673 929	27	3065,0	26	1104,0	24	77	8
14	Tashkent city	2571,7	64 943 787	34	25703,0	33	25785,4	33	100	1

Source: compiled by the author based on the information of the State Statistics Committee of the Republic of Uzbekistan (https://stat.uz/uploads/docs/khizmatlar_dekabr_uz.pdf) Note: General rating score: max – 100, min – 55; *according to the indicator: max – 34, min – 21; **according to the indicator: max – 33, min – 20; ***according to the indicator: max - 33, min - 20. Based on this, the rating of regions is conditionally high (86-100 points) - "green", medium (71-85 points) - "yellow" and low (60-70 points) - divided into "red" colored categories. When the total score of the regions is the same **The indicator of the volume of services per capita is taken into account.

The rating of the regions was evaluated in a 100-point system (Table 1). In this case, according to the 1st criterion (max - 34, min - 21), according to the 2nd criterion (max - 33, min - 20), and according to the 3rd criterion (max - 33, min - 20) it was evaluated. The rest were rated accordingly relative to the highest score on the indicator. On this basis, the rating of regions was conditionally classified according to high (86-100 points) - "green", medium (71-85 points) - "yellow" and low (55-70 points) - "red" color categories. When the total score of the regions is the same, the points obtained by criterion 2 "Volume of services per capita" were decisive in determining the ranking of the regions.

According to the above methodological approach and on the basis of the rating points obtained by the regions (Table 1), the category and description of territorial units of the Republic of Uzbekistan according to the state of development of the service sector by colors were developed (Table 2).

Table 2. Description of the development of the service industry by regions of the Republic of Uzbekistan (as of January 1, 2021)

Regions	*Regions category*	*Description*

Tashkent city, Tashkent, Samarkand, Andijan regions	"Green" (in the range of 86-100 points regions)	High level: In these regions, the service sector is the driver (point of growth) of socio-economic development. The entrepreneurial activity of the population, the high efficiency of state-business cooperation and the fact that more than 50 percent of the operating business entities belong to the service sector have a great impact on the development of this sector. Also, this area is considered to be an area with a significant contribution to the socio-economic development of the region, in particular, the formation of the GNP, the high level of services in it, and the creation of new enterprises and jobs in this area.
Ferghana Bukhara, Navoi, Khorezm, Surkhandarya, Namangan, Kashkadarya regions of the Republic of Karakalpakstan.	"Yellow" (in the range of 71-85 points regions)	Intermediate level: In these regions, the effectiveness of state-business cooperation in the development of the service sector is insufficient. In these areas, there are almost no OCs in the areas of services, such as information and communication, health and social services. Declaring 2020 as the "Year of Science and Digital Economy Development" in our country directly implies the development of information and communication services. Therefore, it is appropriate to give priority to crediting social projects in the service sector within the framework of state programs when determining additional measures for the development of the service sector in the regions belonging to this category. It is also proposed to develop a clearly planned "roadmap" for the transition from the "yellow" category to the "green" category.
Syrdarya and Jizzakh regions	"Red" (areas between 55-70 points)	Low level: Regions of this category are classified by the underdeveloped infrastructure of the service sector (services market) and the need for additional financial resources for the development of this sector. The active attraction of investments, the establishment of small business areas, and support of business entities in the development of target regional programs for the gradual transfer of these regions from the "red" category to the "yellow" category, and from the "yellow" category to the "green" category, as well as the development of socially significant projects by PPP measures to attract additional financial resources, should be determined.

Source: compiled by the author

The development of the service sector is linked to the growing needs of the population for modern types of services, and the number of business entities that can satisfy these needs, the volume of service production, household income, the price of services, the development of infrastructures, and small businesses. At the same time, it is related to the effectiveness of public-private partnerships (PPPs) in this area.

The current procedure for evaluating the rating of regions is based on the criteria developed on the basis of the Decision of the President of the Republic of Uzbekistan dated May 1, 2020 "On the introduction of the rating evaluation system of social and economic development of regions" No. PQ-4702. Accordingly, the development of the service sector in the regions was evaluated according to the indicators "volume of services provided to the population" and "volume of services per capita". Based on these indicators, the results of the rating calculated in the practice of statistics confirmed the results of our research.

Conclusions and Recommendations. Based on the results of our research on the development of regions and increasing the role of the service sector in these processes, the following scientific-theoretical conclusions and proposals were developed:

firstly, the system of important socio-economic indicators of regional development shows the need to approach taking into account the influence of additional development factors;

secondly, based on the results of the research, it was concluded that there are still conflicting opinions in determining the socio-economic nature of regional development. Because in different methodological approaches of the socio-economic development of regions, one or another area of regional economy was evaluated using different indicator systems. Therefore, it was not possible to compare the results of the study with other studies;

thirdly, the role and importance of public-private partnerships in regional development were not taken into account in the studied studies. Therefore, there were difficulties in combining or generalizing the results of research on the development of regions based on the principles of synergy;

fourthly, based on the content of the economic reforms implemented in our country, one of the important tasks is to evaluate the development of regions by increasing the role of PPP in the service sector. In this regard, the data collected for research was not enough to assess the role of PPP activities in the development of manufacturing, construction, and agricultural sectors. Therefore, in the next studies, the task of conducting studies on the evaluation of the role and role of PPP in these areas was determined. In this case, the evaluation of PPP-based projects for all types of activities of the service sector, and the development of criteria for the classification of regions according to the "role of PPP in the development of the service sector" index of regions were defined as the tasks of further research.

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Designing the Employer Brand Model of Insurance Companies in Order to Overcome the Challenge of Attracting and Retaining Talented and Specialized Human Resources (Qualitative Approach: Grounded Theory)

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ABSTRACT

The current research has been carried out with the aim of presenting the employer brand model of insurance companies in order to overcome the challenge of attracting and maintaining talented and expert human resources. This research is practical in terms of purpose, and survey-exploratory in terms of approach. The statistical population of this research was a group of human resources experts, including university professors, organizational consultants, and senior managers of human resources of insurance companies, and they were interviewed in depth. This selection and conducting interviews continued until theoretical saturation was reached and then it was stopped. In this research, the purposeful sampling method was used and this process continued until the theoretical saturation of the researcher was reached. Finally, this method was an interview with 9 experts. In this research, since the grounded theory method was used, the main tool for data collection was an in-depth and unstructured interview with experts. Finally, after open coding, central coding, and selective coding, the conceptual model of the research was designed based on the paradigm model.

Keywords: Employer Brand, Recruitment and Retention of Human Resources, Insurance Industry, Grounded Theory

1. Introduction

Dynamic organizations have learned to reflect on developments, trends and challenges that appear in various dimensions and fields. Countries should also be equipped with dynamic organizations to carry out their special missions and responsibilities in the economic, social, and political fields. The continuous changes that occur in the environment, the human resource management of organizations faces various challenges and forces this management to coordinate its goals, policies, strategies and procedures with these challenges. The trends and changes in the demographic context, social dimensions and management methods are such that the human resources administration of the organizations has faced difficulties and the resource management units cannot fulfill their mission with the previous attitudes. Bureaucratic structures, specialization of the Tillerian era, centralization, emphasis on the physical strength of employees, inflexible working hours and the like have faded in today's fast-paced world and have caused new challenges that human resource managers in organizations must deal with. to perform their activities and duties effectively. The lack of integration of human resources management operations, short-term manpower planning, paid time payments, insufficiency or lack of clarity of job descriptions and qualification conditions, choices unrelated or little related to job duties and... dissatisfaction of service recipients or consumers, low productivity, Waste of resources leads to lack of motivation of employees and the like and gradually moves the organization away from its goal. (Sha'bani, 2015)

Humans is a complex and unpredictable creature. Therefore, it is very difficult to know the human being and his management. Recruiting and hiring, effective training, effective maintenance of competent employees, efficient development of people, performance evaluation and incentive systems, participation, service compensation, etc. The organization and advancement of the company will result, and in case of lack of attention, it will lead to the decline of an organization and company. From this point of view, human resource development management is considered a very dangerous and sensitive activity for organizations. The current world of change and competition and the diversity of stakeholders' demands have brought about many changes in the way organizations are run and, as a result, human resources management, which our country will not be unaffected by considering the recent conditions. (Budlai, 2016)

Human resources, as one of the most important resources at the disposal of managers, is considered one of the most important strategic planning topics of companies. Human resources are considered the most valuable factor of production (product/service) and the most important capital of any organization, which have the most fundamental role in raising the name of the organization and achieving the goals of the company's strategic plan. Therefore, one of the most important planning in organizations is organizing and organizing human resources, and identifying and solving the challenges of this strategic area. (Dehghanan, 2014)

If we consider the establishment of Iran insurance in 1935 as the beginning of the first stage of the development of the insurance industry and the establishment of the central insurance in 1971 as its second stage, without a doubt, the implementation of the transformation plan of the insurance industry will be its third stage. Iran's insurance industry, in modern and classical standards; It is considered new; Because the growing trend of diversity in providers and diversity in insurance services started in recent years with the beginning of the privatization process. The expansion of this trend requires the clarification of the practical space of competition among the companies providing insurance services, including making the tariff system more competitive. However, the insurance industry in Iran is facing problems that are both related to challenges within the insurance industry and challenges outside the insurance industry. In one of its study reports, the Research Center of the Islamic Council has summarized

the main challenges of the country's insurance industry in the following cases: the governmental nature of the decisions in the country and the collapse of the competitive environment in the insurance industry; structural problems in Iran's economy and its effects on the insurance industry; problems in the field of human resources of the insurance industry (expertise, experience, recruitment, empowerment and development, maintenance, meritocracy, etc.); lack of comprehensive understanding of the needs of insurance service customers in the country; Weak communication between the country's universities and the insurance industry and the need for scientific development and completion of the scientific staff of the insurance industry through the training of specialists; Marketing problems and the lack of insurance marketing in the country, including the methods of insurance companies and existing mechanisms, imbalance in the insurance sectors, and people's lack of knowledge about insurance services and benefits. (Yarahmadi Khorasani, 2014)

According to the global trend, the concern of senior executives about finding and retaining talent in order to achieve their desired growth is increasing. Various surveys show that in 2014, 36% of the world's employers declared that they faced a talent shortage, which is the highest amount since 2007, and in the next research in 2015, 73% of senior managers declared that compared to Access to key skills is a concern. So, how do companies compete effectively in the new war for talent? Before anything else, it's time for leaders to focus on strengthening their organization's employer brand. The approach to creating a strong employer brand has undergone major changes in recent years, so that it affects the recruitment of people and the responsibility of monitoring it. (Vishwas et al., 2017)

The employer brand is the image formed in the mind of the main stakeholders and especially the current and potential employees about an organization. In other words, Kafarma's brand means how the desired organization is defined and portrayed by others at different levels, from market management methods to employee benefits. Organizations that can create a strong employer brand will be seen as worthy employers that provide a favorable working environment and conditions for their employees. This positive vision ultimately leads to more successful results in the field of attracting potential employees and retaining current employees, and also generally forms a favorable perception of the target market of the organization's business. Therefore, the employer brand is the effective representation of the values, personality and culture of a brand in order to create favorable perceptions of the employer. The employer brand affects all interactions of the organization with its employees. This effect starts from the recruitment stage and employee acceptance processes, and then extends to all aspects of employment in the organization, including professional training and skills development, support networks, career development, benefits and incentives, and extends until the termination of cooperation and even after the individual leaves the company. The queue of the organization's employees will continue (Faqihipour, 2015: 12). Based on the rich research background in social psychology about the creation of mental models of phenomena, it seems that the formation of the employer brand has diverse cognitive, emotional, and normative roots (Edwards, 2009). Various theories can be found that can be used to develop various theoretical questions about the psychological formation of the employer's brand. This aspect of the subject needs more theoretical investigations and reflections. But perhaps it can be briefly said that the values, needs, and mental patterns of people create a platform based on which specific information from the target organizations are selected, interpreted and used to form the basis of the formation of the employer's brand. In addition, the interactions of people in the context of the labor market lead to the exchange of information in the field of mental images created at the individual level, and with various mechanisms, the phenomenon of the employer brand emerges as a collective concept (Foster et al., 2010).

As mentioned above and in the report of the Research Center of the Islamic Council, one of the challenges facing insurance companies active in the country's insurance industry is the challenge of attracting and retaining skilled and talented human resources. Conducting initial investigations and informal interviews with several senior managers of human resources of the country's insurance companies proved that due to the intense competition between insurance companies, attracting and maintaining specialized, capable and efficient human resources is a serious challenge in this field. The industry has changed and this is despite the fact that so far no comprehensive research has been done regarding the employer brand of insurance companies with the approach of attracting and retaining skilled and talented personnel, and the senior managers of insurance companies, in managing their employer brand and formulating recruitment and retention strategies Expert and talented people are faced with weak awareness. An important part of this lack of managers' knowledge is due to the lack of attention of researchers in the fields of human resources management and insurance management in the local modeling of employer brand concepts in the insurance industry, and for this reason, the managers of the said industry lack practical and local models in this field. are facing Therefore, the upcoming research will seek to answer the following main question: "How is the employer brand model of insurance companies in order to overcome the challenge of attracting and retaining talented and specialized human resources?"

2. Research background

Murray et al. (2017) published a study titled "Human Resource Challenges in the Canadian Hospitality and Tourism Industry: Finding Innovative Solutions". The results of this research showed that the hotel and tourism industry of Canada is facing the problem of the downward trend of decreasing labor demand. The solution to this challenge is to try to get more satisfaction from the frontline employees, and to try more to support the nationality of the employees. Maurer (2017), published a research entitled "Challenge of creating sponsors for HR programs". The results of this research showed that the most important factor is the attitude of the leaders. That is, when a leader or a leadership team treats their employees and colleagues with respect and a positive attitude, it can be the best supporter for the success of employee development programs. Willie et al. (2017) published a study entitled "Human capital challenges in the Canadian hotel industry". The results of this research showed that the Canadian hotel industry faces the challenge of filling job opportunities and keeping employees in their roles. The proposed solution for this challenge is the joint cooperation between the industry and the university for the general education of the specialized workforce and providing suitable rewards to encourage them to work in the Canadian hotel industry. Gharezadeh and Hashemi (2016) published a research entitled "The role and challenges of human resource management in organizations in line with the goal of applying solutions to optimize the human resource planning system." The results obtained from this research showed that some of the most important ways to optimize the organization's human resources planning are: standardization of human resources, establishment of appropriate laws for attracting and maintaining human resources, reforming the human resources payment system, and training human resources. Thinker and creative, creating equal educational opportunities, predicting the supply of human resources, developing a system for measuring the scientific competence of employees, reforming the evaluation system of employees, participation of employees in human resources planning, evaluation of human resources programs and development of information and communication technology. Nedai et al. (2016) published a research titled "Compilation of a Systematic Model of Employer Branding". The result of this research is the employer branding model, in which all the influencing factors and employer branding results

are drawn in a dynamic system. This model shows that employer branding affects employee retention, employee attraction, and customer satisfaction in three ways. Mousavi et al. (2016) published a research entitled "Review on the dimensions of employer brand and perceived reputation of employees from the organization". This research showed that the dimensions of the employer brand include training and development, reputation, work-life balance, ethics and social responsibility, organizational culture and diversity. Employees' perceived reputation of the organization: refers to the perceived capacity of the organization's capabilities to meet the expectations of stakeholders in the form of social responsibility and employee care. Dousti (2016) published a research titled "risk assessment in human resource management in Iran insurance company". The results of the research hypotheses test showed that from the point of view of managers and experts, the risk of lack of knowledge and administrative skills, the risk of selection and recruitment, the risk of evaluation and management in performance, the risk of knowledge-skills and the ability of employees have an impact on human resources management. Mesbahi and Seydin (2016) published a research titled "Challenges of Green Human Resource Management (A Qualitative Approach)". The findings of this research confirmed the existence of major challenges under the three main structural, managerial and cultural concepts; which organizations face in the way of implementing green human resources. Ranjbar (2016) published a research titled "Investigating the relationship between employer brand and recruitment and loyalty of human resources". The results of the research showed that there is a positive and significant relationship between the employer's brand and the recruitment of employees. There is a positive and significant relationship between employer brand and employee loyalty. Garavan et al. (2016) published a research titled "Human Resource Development in Mauritius: Contexts, Challenges, and Opportunities". This research showed that the major challenges of Mauritius in the field of human resources development include the following: low academic education, lack of effective establishment of knowledge management systems, low commitment, administrative corruption of human resources, insufficient salaries and wages. Tanwar and Prasad (2016) published a research titled "Effect of employer brand dimensions on job satisfaction: considering the moderating role of gender". The results of this research showed that the six dimensions of the employer brand (including: training and development, reputation, balance between work and life, ethics and organizational social responsibilities, organizational culture, and diversity) can affect job satisfaction. Also, the moderating role of gender was also proven. Fernandez Lores et al. (2015) published a study titled "Emotional Commitment to Employer Brand: Development and Validation of a Scale". This research succeeded in presenting a three-dimensional model (including dimensions: long-term attitudes towards the employer, passion for the employer, and emotional attachment to the employer's brand) for "emotional commitment to the employer's brand". Stone and Deadrick (2015) published a research entitled "Challenges and opportunities affecting the future of human resource management". The results of this research showed that human resource management in the present era is facing challenges such as economic bottlenecks, globalization, cultural diversity, and technology, which of course, each of these, while being considered a challenge, can be an opportunity. also play a role. Alaniak et al. (2014), conducted a research entitled "Attracting talented employees in the company: Do we need different strategies of employer branding in different cultures?" they did. The results of the research showed that respondents in Turkish universities give more importance to the attractiveness of the employer than Latvian students. Also, in this research, cultural, national and gender differences are effective in understanding the basics of the employer brand and its application. Wong (2014), has conducted a research titled the effect of brand branding on the performance of employees to receive a doctorate degree at the University of Manchester. In this research, five items have

been examined to reflect the employer's brand and its impact on employees' performance, which include: personal stability, personal connection and belonging, opportunities and growth, personal interests and influence, and importance and self-confidence. Results A study showed that there is a significant and positive relationship between employees' perception of the employer's brand and employees' citizenship performance. There are also strong signs of the realization of the employees' understanding of the employer's promises regarding its brand, which include: the experience of a favorable and distinctive employment in the organization, considering the organization as a great place to work, having inner happiness to continue working in this place, Not leaving the organization and having positive attitudes towards the implementation of work duties and organizational citizenship of employees. Biswas and Suar (2014), in a research entitled "Antecedents and Consequences of Employer Branding", reviewed and analyzed the phenomenon of employer branding. The results of this research showed that preview of real work, perceived organizational support, justice in providing rewards, perceived organizational credibility, organizational trust, senior management leadership, psychological contract commitment and corporate social responsibility affect employer branding, as well as branding. It affects the financial and non-financial performance of the company. Chhabra and Sharma (2014) published a research titled "Employer Branding: A Strategy to Improve Employer Attractiveness". Based on this research, a four-stage process model for employer branding was presented, which included four stages: organizational characteristics, communication and promotion channels, creating the employer's image, and finally, the employer's attractiveness. Rampl and Kenning (2014) published a study titled "Employer brand trust and influence: Establishing a relationship between brand personality and employer brand attractiveness". This research was conducted in Germany and on students, and its results showed that the dimensions of brand personality (including: honesty, excitement, complexity, strength, and competence) have a significant effect on trust in the employer brand, the effect of the employer brand, and finally, the attractiveness of the employer brand. have. Khodami and Osanlou (2014) published a research titled "Designing a model for creating employer attractiveness based on building a distinctive employer brand". The results of this research show that when the employer brand is created based on the factors of target group needs, distinctive value proposition, people strategy, brand compatibility, employer brand communication and employer branding metrics, the differentiation created in the employer brand due to these factors can lead to the attractiveness of the employer. be in all dimensions. Abdulahi and Rezaei (2012) published a research titled "Employer Branding: Identifying the Dimensions of Organizational Attractiveness from the Perspective of Potential Knowledge Employees". The results of this research show that students who have more academic success than others attach more importance to competitive work conditions. The results also show that women give less importance to competitive work conditions compared to men.

3. Method

The current research is applied in terms of its purpose and applied-exploratory in terms of its approach.

3-1. The statistical population of the research:

In this research, a group of human resources experts including university professors, organizational consultants and senior human resource managers of insurance companies were considered as the statistical population. It should be noted that the expert characteristics included the following: mastery in the field of human resources management in insurance companies, mastery in the field of employer brand, mastery in the field of recruiting and maintaining human resources in insurance companies.

3-2. Statistical research sample and sampling method:

In this research, the purposeful sampling method was used. In this way, the people to be interviewed were selected based on the relevance of their resumes to the research objectives and were interviewed in depth. This process continued until theoretical saturation was reached and finally 9 interviews were conducted.

3.3. Data collection tool:

In this research, since the grounded theory method was used, the main tool for data collection was in-depth and unstructured interviews with marketing experts. In these interviews, the researcher tried to gently enter the discussion and gain the initial trust of the interviewees, completely indirectly asking questions about the antecedents and contexts of the employer brand of insurance companies in order to overcome the challenge of attracting and retaining talented and expert human resources, the consequences bring up this phenomenon and... and in this way get the basic concepts for designing the model. In this research, to ensure the validity of the interviews, the researcher's long-term involvement with the research environment and his continuous observations in the research environment were used, including building trust with the subjects of the research, learning the culture of that environment and controlling misunderstandings caused by the interventions of the researcher or informants. Also, to ensure the reliability of the interviews, after each interview, the extraction codes were shared with the interviewee to ensure that the codes that the researcher deduced from the interview are consistent with the interviewee's mental state.

3-4. Data analysis method:

In this research, in order to analyze the interviews and achieve the conceptual model of the research, the grand theory method and three-stage open, central and selective codings were used.

4. Findings

4-1. Open coding:

This stage of analysis was dedicated to identifying and extracting basic concepts from the content of the interviews. Based on this, after conducting each interview, the researcher extracted and coded the concepts in the text of the interview by reviewing it several times. A total of 9 interviews were conducted, 123 initial concepts were extracted, and after examining and putting them together and removing duplicate concepts, 39 final concepts were identified, which can be seen in Table (1). (It should be said that the codes next to the concepts include a Latin letter and a number. The Latin letter (in alphabetical order) indicates the interviewee, and the number next to this letter indicates the number of the concept extracted from that particular interview.)

Table 1) Concepts finalized in the open coding phase

Code	Concepts
A_1 , B_4 , E_6	Due to the competition that we see in the insurance industry, companies must make a lot of effort to acquire and maintain talented and specialized human resources.
A_2 , B_9 , G_5, K_1	Insurance companies should make arrangements so that their skilled and valuable personnel do not lose their motivation during their service and even become more motivated with the increase of their service years.
A_3 , B_1 , F_8 , I_7	Sometimes it may be necessary for the manager to directly tell the employee how valuable she/he is to the organization

A_4 , F_2	Some companies are looking for high-level employees, but they do not have a clear strategy in this field
A_5 , E_4 , J_1	It is very difficult to create a competitive advantage in the insurance industry, and it is better to rely on strong human resources
G_{10}, K_2	Sometimes, the economic situation of the company is so unstable that paying attention to talented and expert personnel is not the priority of the managers
A_6 , C_{10} , I_4	You should not always do trial and error, you should also use the experiences of successful people
B_2 , D_8	The company's honesty in interacting with employees, especially talented and expert employees, is very important
C_1 , F_9 , G_4 , H_4	If the employee feels that she plays a valuable role in the company, her/his job satisfaction will surely increase
A_7 , D_7 , G_3, K_3	It is not like the old days when we are faced with two or three insurance companies and a very limited number of insurance services, today the competition in this industry is very fierce and all companies are trying to attract the best.
A_8 , C_8	A company is successful if its skilled and talented employees serve in it for many years
B_3, J_2	Employees should feel a logical connection between their performance level and career advancement
A_9 , C_{11} , E_{10}	One of the measures that can greatly help domestic insurance companies is to study the history, strategies and growth trends of successful insurance companies in the world.
A_{10} , G_2 , H_9	Senior managers of insurance companies must show that the interests of employees are considered important in the organization under their command
B_5 , F_4 , I_6	Generally, companies that have a strong foundation and financial ability are more successful in attracting and retaining talented and specialized employees.
A_{11} , B_6 , F_6, K_4	Insurance companies must formulate and approve appropriate strategies and budgets for the process of attracting and retaining talented and expert human resources
A_{13} , C_6 , E_3	We are faced with a high amount of labor in the insurance industry, but how many percent of them are really capable, expert and committed?
D_{11} , E_2	Recruiting and maintaining specialized human forces is a soft war and requires pragmatism
A_{14} , B_7 , D_4, E_{13}	Compliance with ethical principles in the process of recruiting employees has a great effect on their maintenance and organizational longevity
D_1 , F_3 , H_7	The company's macro strategies should be aligned with attracting and retaining talented and specialized employees
C_3 , F_{10} , G_8 , H_1	The appearance of new competitors in the insurance industry has become a normal thing
B_{11} , D_6 , E_1 , G_9, J_3	Planning to attract and retain talented human resources must also be feasible, otherwise it is worthless
A_{12} , C_9 , F_1, H_3	The point of view of insurance company managers is very decisive regarding the importance and position of talented and expert human resources
B_8 , C_2 , G_7	Human resources should see a specific and motivating career path in front of them

B_{10} , F_{11}	The company's human resource strategies must provide a specific solution to attract and retain talented and specialized employees
F_{12} , H_8	The reason for the separation of many professional employees is the employer's dishonesty with them
C_5 , D_9 , I_5, J_4	Attention and support of employees should become a culture in the organization
C_4, D_2	Every person depends on a place where they value her/his
A_{15} , C_{14} , E_9	Companies should monitor and manage the average length of service of their expert human resources over long and medium periods of time.
E_8 , G_{11} , H_2, K_5	Modeling the industry's best is a well-known strategy in the insurance industry
A_{16} , C_{15} , G_1 , I_2	Insurance companies should take practical and serious measures to attract experts rather than planning only on paper.
B_{12} , D_5 , F_7 , H_5, J_5	In the current situation, the supply of labor is high, but not the quality and skilled labor
B_{13}, C_7, G_{12}	If it is not clear for the employee what path she/he will follow in the organization in the next one or two years, her motivation will gradually decrease
C_{12} , E_{11} , F_{13}	Currently, the insurance industry has become a very competitive industry
C_{13} , E_{12} , I_3	It is very difficult to attract talented and specialized workers in the insurance industry
D_3 , E_5 , F_5, J_6	Talented and expert human resources are more sensitive to their career path and progress in the organization
G_6, I_1, K_6	Unnecessary and unrealistic promises to employees should be avoided
H_6, J_7	The organizational culture governing the organization should support the employees
E_7, D_{10} , K_7	First, the attitude of senior managers to employees should be corrected

4-2. Axial Coding:

At this stage, it was tried to create more general categories called "categories" by paying deep attention to the identified concepts and recognizing their similarities and differences with each other, and placing the concepts of the same and the same direction in these more general categories. The result of this process was the identification of 13 main categories, which can be seen in Table (2) along with their related concepts:

Table 2) Identified categories along with related concepts

No.	Category (axial coding)	Concept (open coding)
1	Inducing a sense of worth to talented and expert employees	Every person depends on a place where they value her/his
		If the employee feels that she plays a valuable role in the company, her/his job satisfaction will surely increase
		Sometimes it may be necessary for the manager to directly tell the employee how valuable she/he is to the organization
2	The state of the supply of	In the current situation, the supply of labor is high, but not the quality and skilled labor

	talented and specialized labor in the society	We are faced with a high amount of labor in the insurance industry, but how many percent of them are really capable, expert and committed?
		It is very difficult to attract talented and specialized workers in the insurance industry
3	Ethical orientation of the company in the process of recruiting and retaining employees	Compliance with ethical principles in the process of recruiting employees has a great effect on their maintenance and organizational longevity
		Unnecessary and unrealistic promises to employees should be avoided
		The company's honesty in interacting with employees, especially talented and expert employees, is very important
		The reason for the separation of many professional employees is the employer's dishonesty with them
4	The positive attitude of the company's senior managers towards talented and expert employees	The point of view of insurance company managers is very decisive regarding the importance and position of talented and expert human resources
		First, the attitude of senior managers to employees should be corrected
5	Competitors' moves to attract talented and specialized employees	Due to the competition that we see in the insurance industry, companies must make a lot of effort to acquire and maintain talented and specialized human resources.
		Insurance companies must formulate and approve appropriate strategies and budgets for the process of attracting and retaining talented and expert human resources
		It is not like the old days when we are faced with two or three insurance companies and a very limited number of insurance services, today the competition in this industry is very fierce and all companies are trying to attract the best.
6	The company's practical efforts to attract and retain talented and expert employees	Insurance companies should take practical and serious measures to attract experts rather than planning only on paper.
		Recruiting and maintaining specialized human forces is a soft war and requires pragmatism
		Planning to attract and retain talented human resources must also be feasible, otherwise it is worthless
7	Motivated and continuous presence of the employee in the company	A company is successful if its skilled and talented employees serve in it for many years
		Insurance companies should make arrangements so that their skilled and valuable personnel do not lose their motivation during their service and even become more motivated with the increase of their service years.
		Companies should monitor and manage the average length of service of their expert human resources over long and medium periods of time.

8	The economic situation of the company	Sometimes, the economic situation of the company is so unstable that paying attention to talented and expert personnel is not the priority of the managers
		Generally, companies that have a strong foundation and financial ability are more successful in attracting and retaining talented and specialized employees.
9	Designing a motivational career path for talented and expert employees	Human resources should see a specific and motivating career path in front of them
		If it is not clear for the employee what path she/he will follow in the organization in the next one or two years, her motivation will gradually decrease
		Employees should feel a logical connection between their performance level and career advancement
		Talented and expert human resources are more sensitive to their career path and progress in the organization
10	Company strategies	The company's macro strategies should be aligned with attracting and retaining talented and specialized employees
		Some companies are looking for high-level employees, but they do not have a clear strategy in this field
		The company's human resource strategies must provide a specific solution to attract and retain talented and specialized employees
11	Modeling successful insurance companies in the field of attracting and retaining talented and specialized employees	One of the measures that can greatly help domestic insurance companies is to study the history, strategies and growth trends of successful insurance companies in the world.
		You should not always do trial and error, you should also use the experiences of successful people
		Modeling the industry's best is a well-known strategy in the insurance industry
12	The level of competition in the industry	Currently, the insurance industry has become a very competitive industry
		The appearance of new competitors in the insurance industry has become a normal thing
		It is very difficult to create a competitive advantage in the insurance industry, and it is better to rely on strong human resources
13	Organizational culture supporting human resources	The organizational culture governing the organization should support the employees
		Attention and support of employees should become a culture in the organization
		Senior managers of insurance companies must show that the interests of employees are considered important in the organization under their command

4-3. Selective encoding (optional):

At this stage of the analysis, the identified categories were placed on the paradigm model. The paradigm model helps the researcher to know how the categories should be placed back and forth.

In the next part (conclusion), the output of the selective coding process has been tried to be presented as the final result of the research and finally the model resulting from this research has been introduced.

5. Conclusion and final design of the conceptual model

Based on the categories identified and the structure of the paradigm model, the following categories were placed in the model:

Main category: The core of the conceptual model is the concepts and categories based on it. In this research and according to the identified goals and categories, the category "practical efforts of the company to attract and keep talented and expert employees" was considered as the main and central category. This means that the core of the conceptual model is the practical and concrete actions and efforts of insurance companies to attract and retain talented and expert employees.

Causal conditions: It is a set of conditions that cause the emergence of a phenomenon or affect it. The categories related to this dimension were determined as follows:

- Company strategies: This category refers to the necessity of aligning the macro strategies of insurance companies in the field of employer brand with the requirements of attracting and retaining talented and specialized employees.
- The positive attitude of senior managers of the company towards talented and expert employees: this category refers to the verbal and practical actions of senior managers of insurance companies in order to attract and retain talented and expert employees.
- The economic status of the company: This category refers to the economic foundation of insurance companies to support the strategies of the employer brand in order to attract and retain talented and specialized employees.
- The state of supply of talented and expert labor in the society: this category refers to the quantity and quality of talented and expert labor available in the labor market in the insurance industry.
- Level of competition in the industry: This category refers to the degree of competitiveness of the business environment in the insurance industry of Iran.

Context: Indicates the special conditions in which the phenomenon (main category) is located. In this research and according to the identified goals and categories, the categories of "organizational culture supporting human resources" and "corporate ethics in the processes of recruiting and retaining employees" were considered as background categories. Organizational culture supporting human resources indicates that in insurance companies, the prevailing culture should value human resources and prioritize their interests. Also, the ethics of the company in the processes of recruitment and retention of employees also refers to the necessity of observing ethical principles and honesty in the processes of recruitment and retention of employees in insurance companies.

Environmental variables: the broad structural background and external factors that can affect the main category and even strategies. In this research and according to the identified goals and categories, the category "modeling successful insurance companies in the field of attracting and retaining talented and expert employees" and "movements of competitors to attract talented and expert employees" were considered as environmental categories. Imitating successful insurance companies in the field of attracting and retaining talented and expert employees means that

insurance companies, in order to use successful national and international experiences and also avoid trial and error, should be among the best in the industry in the field of strengthening the employer brand and attracting and retaining employees. Prone and expert to use. Also, the movements of competitors to attract talented and specialized employees also refer to the amount of efforts of competing companies to attract specialized and talented human resources.

Strategies: In a context and with specific mediating conditions, a specific set of strategies or actions becomes possible. In fact, strategies are actions that can turn the main category into consequences. In this research and according to the identified goals and categories, the categories of "inducing a sense of worth to talented and expert employees" and "designing a motivational career path for talented and expert employees" were considered as strategic categories. Inducing a sense of value to talented and expert employees refers to the efforts of insurance companies to remind them of the value of the work and expertise of outstanding employees, as well as to show their high value to the company; In addition, designing a motivational career path for talented and expert employees also refers to the need to be transparent and of course motivating for the career path of talented and expert employees in insurance companies.

Consequences: It refers to the consequences of the realization of the central category in the context of causal, environmental and contextual conditions and through specific strategies. In this research and according to the identified goals and categories, the category "motivated and continuous presence of the employee in the company" was considered as a consequence category. This means that if the causal conditions, contextual variables, main category, environmental variables and management variables happen well, we can hope that talented and expert employees of insurance companies will serve in these companies in a long-term, committed and highly motivated manner.

The next step was to place the categories in the paradigm model, which led to the identification of the conceptual model of the research. The main shape of this model can be seen in figure (1):

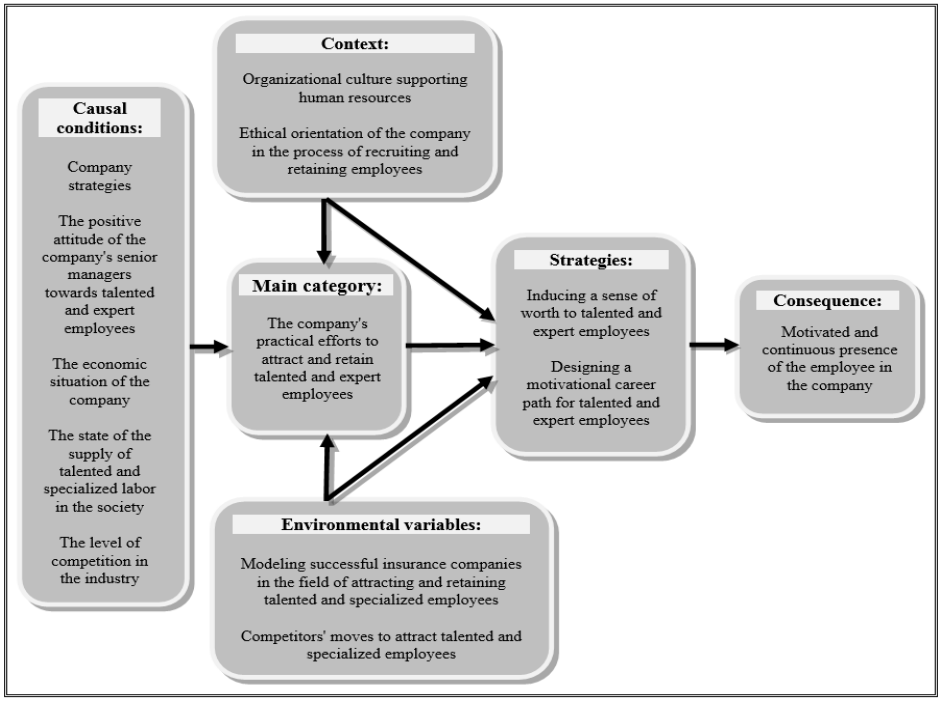

Figure 1) Research conceptual model

5. Suggestions for future research

According to the experiences gained in this research, future researchers are suggested to take steps to explain the conceptual model resulting from this research in a wide society and try to test the conceptual model of this research through quantitative methods such as structural equation modeling. . Also, future researchers are suggested to use other methods such as Delphi method, content analysis, etc. for the modeling phase, in order to overcome one of the main limitations of this research, which is considered to be time-consuming. , somehow disappear.

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The Place and Role of National and Spiritual Approaches in Human Resources Management

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ABSTRACT

As it is known, the main goal of the article is to study the national-moral values and their scientific-theoretical basis in the management of human resources. It is to reveal the contributions of Hazrat Muhammad (may peace be upon him) and Azerbaijani scientists to the national-spiritual approaches in the management of human resources. The main scientific results of the article reflect the improvement of national-spiritual approaches in the management of human resources, conceptual theoretical innovations in this field. The scientific results of the article serve to improve the national-moral approaches in the management of human resources. From this point of view, scientific-research work can be considered admirable from the point of view of the study of national-moral values in the management of human resources.

Keywords: National-Moral Values, Scientific Approaches To National-Moral Values, Human Resources, Human Resource Management.

INTRODUCTION

In the modern management system, especially in the management of human resources, the development of national and moral values is the basis of the development of the economy of Azerbaijan. The basis of the development of each field is the renewal and improvement of the management mechanism. The modern management system consists of the management of material and moral resources, technical processes and operations of industrial enterprises. In the conducted scientific-research work, we give more importance to human capital, its management and development than such resources. Because human capital, being the central figure of organization management, both manages and is managed. That is, it has the ability to achieve the development of the organization by influencing the technical process and material resources, management subsystems, along with being managed. In the current period, the application of innovations in industrial enterprises requires the adaptation of human resources to them and the improvement of management for this purpose. Such actions form the basis of urgent activities for the development of national and moral values in the management of competitive human resources. From this point of view, the issue of the human capital organization mechanism of the digital economy and its improvement in the management of human resources is one of the most urgent issues in the current period.

Hazrat Muhammad's (peace be upon him) scientific approach to human resources management

As it is known, the history of economic thought of mankind has explored the most optimal ways of socio-economic development of society in all periods. He created numerous fundamental socio-economic theories and economic management models that have stood the test of time. Thus, socio-economic theories and economic management models have always played a major role in meeting the needs of society at various stages of development in the history of economic thought. In this sense, the significance of the socio-economic principles in the Holy Quran, the formation of interest-free economic concepts, the establishment of the Islamic financial management system in the economy and the direction of ensuring the transition to it are among the most urgent problems of today. (The Quran).

When talking about the management of human resources in the modern management system, we must first consider the principles and managerial qualities that were inherent in the management system of Hazrat Muhammad (pbuh), the founder and last prophet of this Islamic religion. The principles of the management system of Hazrat Muhammad (peace be upon him) are as follows:

1. Adequately knowing the purpose.
2. Belief in the correctness of the purpose.
3. Transparency of the goal and informing people about it.
4. Using correct and precise styles.
5. Science and sufficient information.
6. Strong intellect, sound thinking style and proper analytical ability.
7. Programmed movement and organization.

In addition to all this, Hazrat Muhammad (peace be upon him) has a number of managerial qualities, which mainly include the following:

1. Good manners;
2. Past transparent;
3. Justice;
4. Savings;
5. Charm, attraction;
6. Care, supervision and care;
7. Consultation;
8. To create social unity and inter-group unity;
9. Determination;
10. Fight against corruption;
11. Training and personnel training.

When we examine the life of Hazrat Muhammad (peace be upon him) in terms of the principles of governance, we witness that he was a very strong political leader. As much as he is a religious, cultural and social figure, he is a political figure and an ideal leader. Islam was a universal school, as it applies to all areas of human life, it was also a caring teacher, an invincible commander, a strong politician, a scholar and a scholar. He founded and managed his state with precise methods based on humanistic principles, and managed to build a healthy society. His socio-political management is the most beautiful example for people and the most ideal model for social and political leaders.

Professor I. M. Abbasov, associate professor R.F. Sadigov's scientific approaches to human resources management

Human resources management is one of the main components of employees' activities. Human resource management is related to the social concept. This concept reflects the content, purpose, tasks, principles and methods of human resources management. This concept also includes personnel management methodology and technology.

During the management of human resources, it is necessary to prepare the following basic documents.

- organizational documents - collective agreement, internal regulations, staff list, service manuals of employees;
- administrative documents – orders, decrees, assignments, instructions, rules;
- information-request documents-information, applications, explanations, presentations, meeting minutes, etc.;
- personnel's personal work - curriculum vitae, questionnaire, employment book, educational document, employment contract, etc.

In the process of managing human resources, they communicate with the collective in the following ways.

1) With a one-on-one conversation.
2) Through instructions and executive documents.
3) Through meeting, deliberations and meetings.
4) Through the notice board.
5) Book or box of suggestions, complaints, reviews. (Abbasov and Sadigov, 2013: p. 144-148).

Professor T.A. Guliyev's scientific approach to human resources management

In the modern management system, the management of economic problems, including human

resources, is related to general and special, economic-social goals, which have been proven in economic literature and experience, and relevant indicators that express these goals. Here, as a result, both economic and social aspect issues, as well as general national, corporate and individual interests are considered. Thus, in socio-economic efficiency, the matching of human resources activities to the tasks set by individual organizations, the ratio between costs and results, the criterion of labor efficiency, and the systematic effectiveness of production factors and resources occupy the main place. Social efficiency is also important here. As a rule, social efficiency refers to basic conditions such as payment of labor, stimulation, working conditions and labor protection, creation of favorable conditions for the social development of workers, realization of their needs and interests. As seen here, social efficiency is not isolated but directly related to economic efficiency.

Closeness of the connection between the result of the work and the costs of staff retention; differences between short-term and long-term goals, the emergence and resolution of problems related to the time factor; The position of the person in the organization; Labor activity results and their determinants. Employee's motivational structure and attitude to conflict processes related to it; Organization and coordination of work processes, the effect of applied techniques and technology on staff activity; characteristics of the information system; staff stimulation. expenses related to improvement of professionalism, remuneration, as well as social expenses. Here, of course, the policy of companies and companies, staff, and human resources manager have a big role. They play an important role in the formation of collective interests of employees in organizations under equal conditions. Ensuring the balance of interests and making compromise decisions within the framework of the measures taken is also of great importance here. This is the most important condition for ensuring social and economic efficiency and is an important factor influencing the "concept of rational goals", rational economic, political and economic behavior. As you can see, the management of human resources is the main component of the enterprise and manager's activity as a whole. This requires a consistent increase in the professionalism of the manager's activity in that sphere. Therefore, in many foreign countries, as well as in our republic, special service departments for human resources management have been established. (Guliyev, 2013: p. 15-17).

Professor K.A. Shahbazov, professor H.S. Hasanov, associate professor M.H. Mammadov's scientific approaches to human resources management

In the modern management system, every organization is interested in increasing the competitiveness of their products. This requires the involvement of high-level professional employees as well as the involvement of high-quality technology and equipment. In this regard, it is appropriate to develop three complex types;

- a regional complex oriented to the region or a group of organizations of the region;
- the sectoral guidance complex created on the basis of the base organizations of the sectors;
- local complexes of organizations that have concluded agreements on direct contact with special educational institutions.

In the modern management system, personnel training specialists deal formally with issues of professional orientation. Special workers from different departments deal with adaptation issues. These are inspectors of the personnel department, line managers or work colleagues. Their main goal is to organize the adaptation of young workers to the enterprise quickly and without damage. It should be noted that there is no difference between the implementation of the initial adaptation and the implementation of the subsequent adaptation, that is, all measures are similar to each other and are as follows.

In the modern management system, the adaptation process starts directly from the personnel department during the recruitment and registration of the employee. The inspector of the personnel department conducts job-related conversations with the employee and introduces him to the enterprise, department, workshop where he will generally work, then brings the new employee to his workplace and introduces him directly to the management. The leader, in turn, introduces the new employee to the team. The manager can appoint a new employee as a mentor from more experienced and older employees at his discretion. As a rule, the manager regularly talks with the new employee for a month, is interested in the difficulties and successes, and systematically evaluates his work. (Shahbazov, Hasanov and Mammadov, 2005: p. 522-523).

Associate professor M. A. Aliyev, associate professor H.I. Hamidov's scientific approaches to human resources management

In modern management literature, the term "Human resources" includes a person as one of the resources that the enterprise must use to achieve the goal set in the production of products and services. Human is an integral part of production and service processes. The term human resources covers all personnel who can potentially be involved from inside or outside the organization, in short, everyone from the top management to the lower level employees. Human resource management in business refers to the achievements of other sciences to systematically and comprehensively study socio-economic relations between employee-employer, organizational-technical, psycho-physiological, social phenomena. Those events in one way or another affect the labor situation and, depending on it, labor behaviors.

In the modern management system, human resources management is organically connected with labor law. Because labor relations, deviations in this sphere are regulated by means of labor law acts and regulations. It should be noted here that in the typical organizational structure of human resources, accounting and documentation of such personnel is a separate area. (Aliyev and Hamidov, 2013: p. 11-17).

The result

We conclude from the conducted studies that the national and moral values of Hazrat Muhammad (peace be upon him), Azerbaijani scientists T. A. Guliyev, I. M. Abbasov, R. F. Sadigov, K. A. Shahbazov, H. S. Hasanov, M. H. Mammadov, M. A. Aliyev, H. I. Hamidov's scientific-theoretical approaches in this field create great opportunities for achieving and expanding the socio-economic and cultural development of human society.

For the continuous and sustainable development of national and moral values in the management of human resources, it would be appropriate to consider the following results:

- Hazrat Muhammad (peace be upon him) according to, the principles of justice, halal, social justice and social equality should be taken into account in the management of human resources.

- Professor I. M. Abbasov, associate professor R. F. Sadygova according to - national and moral values in the management of human resources include the formation of goals, the creation of an organizational structure, the development and implementation of management decisions, the organization of work, the coordination of joint activities, and the social development of employees.

- Professor. T. A. Guliyev according to, the purpose of national and moral values in the management of human resources is related to the real situation of that problem, the adoption of appropriate decisions on the solution of this problem. In this sense, the goal is also to perform a guiding function. This is also related to the determination of the degree and level of goal achievement to a certain extent. Here, both the direction of the activity and the results form a

unity. In order to realize the goal, as in other spheres, the goals must be specified and diversified, the points where the goals of companies and companies and the goals of employees match and do not match, and the differences in interests must be clearly defined.

- Professor K. A. Shahbazov, professor H. S. Hasanov, associate professor M. H. Mammadov According to, the higher the level of development of the employee in terms of professional knowledge, skills, work methods, the faster the use of the production factor is organized. One of the main tasks of vocational adaptation and orientation is the creation of mutual relations between general education schools, vocational training centers, organizations, in turn, such relations allow to quickly determine the necessary level of labor resources that meet the demand for personnel.

- Associate professor M. A. Aliyev, associate professor H.I. Hamidova according to -human resources management is related to the scientific organization of work. Human resources management plays an important role in adapting measures for the scientific organization of labor to the characteristics of the business entity.

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New Trend, Illegal Migration from Turkey to The USA

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ABSTRACT

United States' southern border has been witnessing a record increase in illegal entrance of Turkish citizens. According to the border patrol agents, during the 2022 fiscal year, 15.445 Turkish citizens entered the country illegally through the US-Mexican border, particularly through the border crossing at El Paso. Although it has not gotten much attention in media and academic studies mainly because there are other nationalities constituting higher numbers of migrants entering US illegally such as Mexicans, Venezuelans, Nicaraguans, the rate of increase in the number of Turkish citizens entering the United States illegally is alarming. While the main reasons of the high numbers of people migrating from Erdogan's Turkey seem to be the general insatiateness regarding economic and political problems, substandard working conditions, underdeveloped fundamental human rights protection system and other deficiencies in the country, United States' prestigious image in the world, decent working conditions, strong economy and promising future can be counted among the main reasons that migrants prefer it as destination country. The surprising rise of Turkish citizens choosing Mexico as a transit country to enter the States is attributed to the transnational criminal organizations' connections to Turkey. The dire circumstances Turkish people experience and their endeavor to somehow "get out of Turkey" plays into the hands of cartels. The article points out this multilateral phenomenon and sets forth the push and pull factors of the recent migration trend from Turkey to the United States over Mexico.

Keywords: New Trend, Illegal Migration, The USA

Introduction

International migration has continuously grown and found its way despite all measures taken by the states choosing to perceive international migration as a phenomenon can be averted unilaterally. Many experiences have shown that neither setting fences through borders nor building walls is the ideal way to manage migration. As few scientists have recommended, global cooperation in migration stands as one of the most efficient ways to make the best out of migration instead of perceiving it as a "problem" and trying to stop the international movements of people (Hollifield, 2004; Straubhaar, 2000). Today, almost all countries on the earth are somehow affected by international migration. In this regard, Türkiye constitutes a special example as it has all the three following aspects: sending country, transit country, receiving country. Türkiye has been a sending country particularly since the beginning of the second half of the 20th century. Germany, France, the Netherlands, Belgium and some other European countries and the United States are among the primary destinations of migrants from Türkiye. With the conflicts in the Middle East, particularly in Syria, Türkiye's role as receiving country has gotten greater while the same reasons have made it one of the most popular transit countries in the world. Migrants from Syria and other countries in the region aimed Europe passing through Türkiye. Noticing that, the EU has stroke a deal with Türkiye which provides the migrants passing to EU through Türkiye to be kept in Türkiye in return of some economic and political incentives. This has led an even bigger accumulation of migrants in Türkiye. According to the latest data provided by the Turkish Directorate General of Migration Management (DGMM), there are more than 5 million foreign nationals present in Türkiye, 3.7 million of whom are seeking international protection(IOM).

As mentioned above, besides its receiving country and transit country titles, Türkiye is also a country from which many people have migrated to other countries. While most of these migrants head to Europe, records show that the number of migrants from Türkiye to the United States is on rise as well. While many well-educated, qualified Turkish citizens have been looking for employment opportunities abroad to escape from the country, low-skilled people and the qualified ones who could not make their way abroad legally tend to resort illegal channels to enter the country they wish to migrate to. This paper particularly elaborates the rise in Turkish citizens migrating to the United States illegally over Mexico.

According to the data provided by the US Customs and Border Protection, number of Turkish people who were encountered entering the United States illegally over Mexico in 2022 fiscal year has reached over fifteen thousand, more than ten times higher than the ones of 2021 (Isacson, 2022). One of the primary reasons behind this increase is the connection between the Mexican cartels and their representatives in Türkiye. Hence the despair of Turkish people plays into the hands of transnational criminal organizations.

When it comes to the reasons behind Turkish people's choosing United States as destination country, the fact that United States is at the top of developed countries, the positive image of the United States in the globe regarding respect to human rights, rule of law, equality and freedom, and better working and living conditions can be counted (Isacson, 2022). It is worthwhile to note that most of these pull factors in the United States are the areas in which Türkiye fails to provide satisfactory outputs. Not less importantly, the fact that the existing Turkish people in the United States reduce transaction costs of migration for their relatives and

acquaintances leads network migration and charms more people from Türkiye to the United States.

Not having global regulations in migration, states' different and occasionally conflicting migration policies, lacking of global international cooperation in managing migration leaves people alone with human smugglers, transnational criminal organizations, dangerous journeys and more hazards in different parts of the world. This study focuses on one of these cases, the raising number of Turkish citizens entering the United States illegally over Mexico. This study does not aim to put forth all the reasons and motivations behind the rising migration trend from Türkiye to the United States. It aims to provide general information on these cross-border movements and find out the main motivations behind the migrants' decision on migrating from Türkiye to the United States. In this regard, alongside analyzing different sources in the subject such as reports, articles, news etc., in-depth semi-structured interviews with 22 migrants who have chosen to migrate from Türkiye to the United States illegally over Mexico were conducted. The main objective of the interviews were to gather information from the first people regarding the practical side of the migration trend and find out the motivations behind the interviewees' migration decision. The interviewees were recruited randomly via casual encounters be it in a restaurant, in the street and through other social interactions. The interviews were held in New York City. Although it was not intentional, all of the interviewees were males. The ages of interviewees were between 22 and 47.

In what follows, after drawing a picture of the general situation at the US-Mexican border, details about the increase in the US Customs and Border Protection officials' encounters to Turkish citizens at the US-Mexican border will be elaborated. After providing the information on the rise of Turkish citizens at the United States border, the motivations bringing these migrants from Türkiye to the United States will be shared. Following that, highlights from the interviews will be listed and the study ends with a conclusion wrapping up the findings.

The Rise of Turkish Migrants at the US-Mexican Border

The US-Mexican border has been one of the most dynamic borders in the world. Despite the relative decrease in the last years, Mexico still constitutes to be the country sending the highest number of migrants to the United States (Isacson, 2022). Although Mexico's own citizens take the first place in the list of nations migrating to the US, they are not the only ones using the route. Many Central and South American countries' citizens use Mexico as a transit country to reach the United States and increasingly, people from all over the world have joined the ones entering the United States over Mexico. Transnational criminal organizations have a significant role in smuggling both Mexicans and other nationalities in the United States. The migrants pay high amount of money to the *coyotes* for facilitating their entrance to the United States (Rohrlich, 2019). In the recent years, Turkish citizens also have been using this way to enter the United States illegally. Based on the data provided by the US Customs and Border Protection, the diagram below was created to provide a better explanation as to the share of different countries in entering the United States illegally over Mexico. Figure 1 shows the top source countries the numbers of migrants from which have risen in 2022 fiscal year, and Türkiye's share in them (Isacson, 2022).

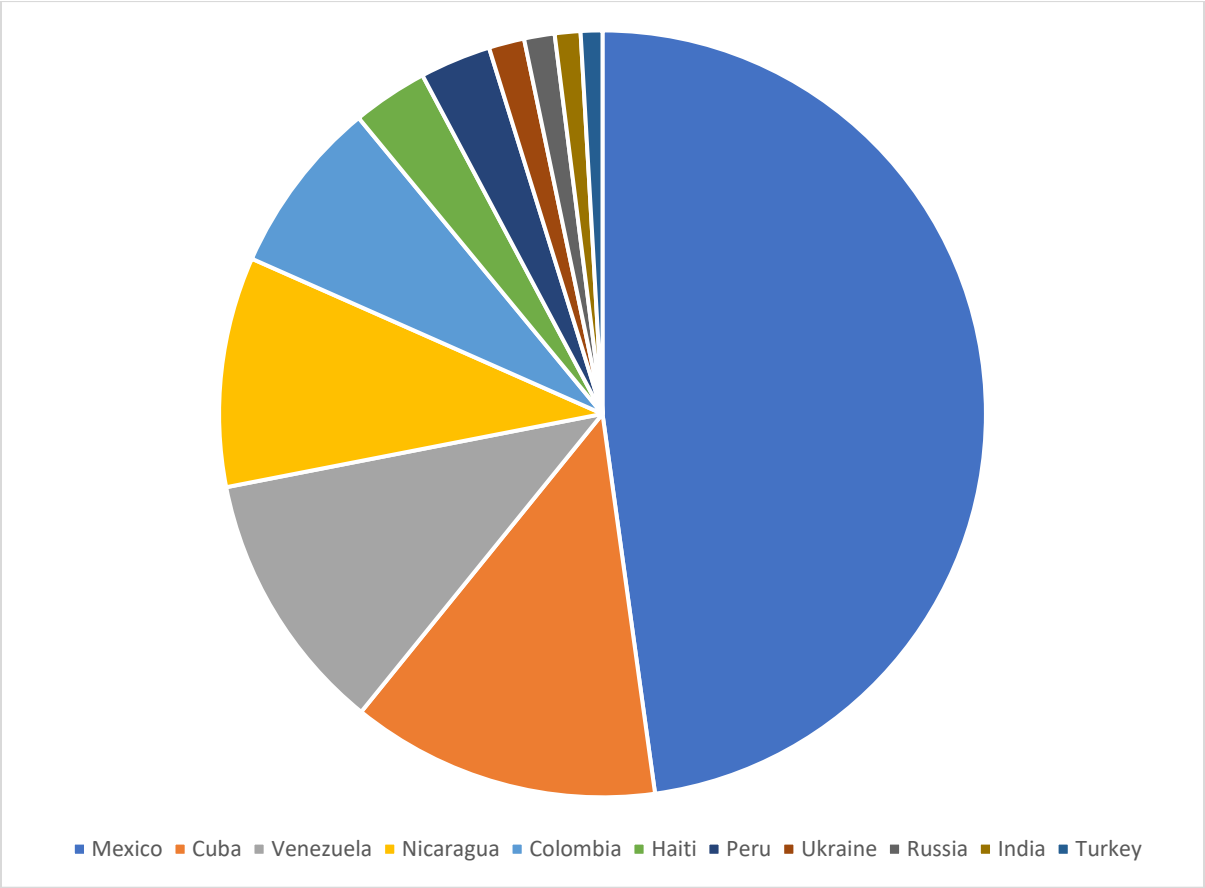

Figure 1 : Nationalities of migrants encountered at the Us-Mexican in 2022 fiscal year

As explained above, the countries being showed in the diagram are the ones which sent more migrants to the US in 2022 fiscal year than the 2021 fiscal year. Therefore, countries such as Brazil, Ecuador, Honduras were not included in the diagram despite the fact that there are large numbers of migrants from these countries entering the US over Mexico, because the numbers of migrants from these countries have decreased in 2022 fiscal year compared to the numbers in 2021. As one can see in the diagram, despite the record increase in Turkish migrants arriving in the United States over Mexico, the proportion of them among total number of migrants crossing to the United States via Mexican border is quite small. This fact causes lack of attention to the drastic rise in Turkish migrants as even the number after the rise constitutes a seemingly(and for now) small one in the big picture. However, as can be seen below, the drastic increase in migration from Türkiye can turn into a crisis in a short time if it keeps the same rate. Only between 2020 and 2021, migration from Türkiye to the US over Mexican border multiplied thirteen-fold and between 2021 and 2022 eleven-fold. 77% of these migrants were single adults while unaccompanied children constitute 1% of the total number. Almost all Turkish migrants have preferred El Paso and the surrounding area to enter the United States (Isacson, 2022). The numbers of Turkish citizens encountered by the US Customs and Border Protection at US-Mexican border from 2020 till 2022 fiscal years and the expected number in 2023 fiscal year with the same rate are as following:

2020 109

2021 1.409

2022 15.445

2023(expected) 153.947

The expected number in 2023 was established based on the rate of increase between 2021 and 2022 fiscal years without taking any variables into consideration. It must be recalled that mathematical expectations do not necessarily match the actual situation and the expected number for future years are extremely high based on the last couple of years. However, bearing the worsening situation in Türkiye in conjunction with Turkish Lira's continuous lose of value against common currencies such as dollar and euro, and the fact that Title 42, the covid-era rule that let the US expel refugees before they could seek asylum is no longer enforceable in mind, the number of Turkish citizens entering the US over Mexico in 2023 fiscal year can also be higher than stated above. Under the following titles, details on the motivations behind the migration trend from Türkiye to the US over Mexico will be elaborated. Although this study was intended to focus on the pull factors in United States attracting Turkish citizens, because of the interwoven structure of reasons behind Turkish citizens migrating to USA and the reasons for their decision to emigrate from Türkiye, the research to some extent inevitably gives place to the push factors in Türkiye, too. For instance, the interviewees frequently mentioned United States' respecting human rights more than Türkiye among the reasons for their migration from Türkiye to the United States. In this case, lack of respect for human rights in Türkiye can be counted as a push factor while advanced level of United States in respecting human rights is a pull factor.

Push Factors

Today more than ever, migration is a global phenomenon which requires global cooperation and regulations(Hollifield, 2004). People from different parts of the world migrate across borders(mostly from South to North) because of diverse reasons including religious, racial, ethnic and cultural persecution, education, income inequalities, political unrest, war etc. Besides that, global warming and its impacts on certain vulnerable geographies trigger new types of migration flows.

Different emigration incidents since the establishment of the Republic of Türkiye including the mass migration trends of Turkish citizens to European countries, particularly to West Germany in the second half of the 20th century are among the reasons that Türkiye is traditionally known as an emigration country(Kirişçi, 2007). Migration flows from Türkiye to developed European countries such as Germany, France, Netherlands, Belgium, Austria still continue in different forms, be it family reunion, study, work, refuge or other reasons.

The restrictive governance in conjunction with severe pressure and intolerance against the people supporting opposition parties in Türkiye are among the top reasons pushing people to seek the ways to migrate in another country. As a concrete example of the pressure on the opposition, the following incident can be given: In the time of writing, Ekrem Imamoglu, the mayor of Istanbul who has won the last election against AKP and who is seen as a potent opponent for Erdogan in the 2023 elections has been sentenced to jail for 2 years and 7 months and has been imposed a political ban. The limitations imposed by the government in freedom of speech, fairness, employment based on competence in public institutions etc. can motivate people to look for a different place to live in. The answer of an interviewee(the majority of the

interviewees answered this question with similar words) to the question "What made you consider migrating abroad?" was as following:

"I have noticed that the leading party in Türkiye is completely closed to any type of criticism from the people, the ones who think differently than the government face pressure, restrictions including imprisonment in some cases, there is no freedom of speech, the governmental system is corrupted and it is getting worse and worse. There is no sense in living under those conditions."

Turkish economy have been going through hard times in the last years, particularly after 2018. The friction between Türkiye and the United States following the failed coup d'etat in Türkiye in 2016 exacerbated its economy. The recession shows itself with sharp decrease in the value of Turkish Lira, high inflation rate, increasing borrowing costs and correspondingly increasing loan defaults. Only in 2021, Turkish Lira lost 44% of its value(Turak, 2022). Dire economic, working and living conditions in Türkiye were frequently mentioned while counting the reasons behind interviewees' decisions to migrate. One of the answers to the question "How would you evaluate the current economic circumstances in Türkiye?" was:

"We used to wake up almost every day with another news simply telling us that affording a normal life in Türkiye was more difficult. Prices of households, food and other things people need in everyday life has been going higher and higher while the income people get has not risen at the same speed. The minimum wage in Türkiye has been doubled with the last decision but even that does not help because the expenditures increase exponentially in a very short time. So we could not afford to meet even the basic necessities of an average family although we worked really hard and under really severe conditions, without proper protection."

The frictions in society in Türkiye and the belief of exclusion of Kurdish people are one of the greatest reasons behind certain groups' will to migrate from the country. A significant proportion of the interviewees consisted of Kurdish people. As a republic that was born from the wrecks of an empire and that has a prevailing Turkish nationalism in a large proportion of its population, Türkiye does not have a bright history in terms of respect for Kurdish people's rights. As part of oppressive attitude of Türkiye against Kurds, speaking Kurdish and listening Kurdish music were banned in Türkiye in 1980s.

One of the interviewees' answer to the question "What made you consider migrating abroad?" was:

"I decided to migrate from Türkiye earlier this year, when I was fired from my construction job because the foreman heard me talking to my mom on phone in Kurdish . I tried to explain that the only language my mom talks is Kurdish and there is no any law forbidding speaking Kurdish now, but they did not listen to me and fired me that day. That is when I felt need to seek future in another country."

Kurds from Türkiye have greater hopes for their asylum applications being accepted by the developed democracies once they succeed entering in one of them and submitting their applications because the requirements of international law. The 1951 Geneva Convention relating to the Status of Refugees describes a refugee as a person who:

"As a result of events occurring before 1 January 1951 and owing to well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of his nationality and is unable or, owing to such

fear, is unwilling to avail himself of the protection of that country; or who, not having a nationality and being outside the country of his former habitual residence as a result of such events, is unable or, owing to such fear, is unwilling to return to it." (United Nations, 1951).

With the 1967 Protocol relating to the Status of Refugees, the words "As a result of events occurring before 1 January 1951 and" and "…as a result of such events", in article 1 A (2) of the Convention were omitted for the people becoming refugees as a result of events after the mentioned date as well.

The United States is not a signatory of the 1951 Geneva Convention however it is a signatory of the 1967 Protocol and Congress adopted key provisions of the Geneva Refugee Convention including the international definition of a refugee into U.S. immigration law with the Refugee Act of 1980(Rescue.org, 2022). Therefore, the Kurdish interviewees who had proof of being persecuted in Türkiye because of their ethnicity, membership of a particular social group, political opinion and other abovementioned characteristics were seemed to be confident that they would get protection from the United States and that they would live Gere more freely. This conviction is one of the most powerful motivations behind Kurdish people's migrating to the United States from Türkiye in high numbers.

It is worth mentioning that although among the migrants entering the United States over Mexico in the last years, there are people from many cities in Türkiye, the majority is from one particular city, Agri. 13 out of the 22 interviewees employed in this study were from Agri while the rest were from cities around Agri and 2 were from the south of Türkiye. Agri is an Eastern Anatolian city that has a large Kurdish population. The interviewees noted that the reason so many migrants taking this path to the United States are from Agri is that the connections of Mexican-originated transnational criminal organizations in Türkiye are from this city and the word spreads fast among the people, especially thanks to the advancements in communication technologies As a result, once a few people made the journey, other people in the area heard about it and many of them took the same way.

Pull Factors

Although the main idea behind many people's migration decisions is "to get out of Türkiye", they do not want to go to just any other country. As mentioned before, most of the migrants from Türkiye prefer to migrate to the developed industrial countries where they hope to have a better life. According to the interviewees' responses, United States is among the most desired countries for Turkish citizens because of several reasons including;

- US is known in the world as a country with the people coming from different backgrounds and geographies, ethnicities, religions etc. which leads respect for diversity. Therefore, just like millions of people in other regions, many Turkish citizens want to live in US knowing that they can easily fit in this multicultural community.

- The reputation and stability of dollar combined with an economy that is marked by steady growth and low inflation are among primary pull factors in US.

- US has a low unemployment rate, abundance of sectors to choose for a career and attractive working conditions that allure people from all over the world including Türkiye.

- A well-developed legal system, properly functioning principle of rule of law and reliable judicial system are other attractive sides of US for migrants.

- The leading medical developments and respected educational system in US offer a promising future especially to the people from developing countries like Türkiye.

Technological advancement is one of the most influential determinant in our age when people choose a place to live. Rapid advances in technology in US makes it a desirable destination for migrants from all over the world including Türkiye.

- Narrowing down the angle on just Turkish citizens, an important pull factor is that some people have either a relative, friend or acquaintance/s in US who would reduce the transaction costs of migration for those people and this seems to be a crucial factor motivating people to migrate to the United States from Türkiye.

The answer of one of the interviewees to the question regarding why he has chosen United States as destination was:

"I studied bachelor degree in Türkiye but I have been unemployed for years. United States has plenty of good job offers for a young person like me. United States is known as the country of freedom. Nobody judges me for my opinions, the political party I support, my look, religion or language. I made some research on the United States and I thought i must live here at all costs. Unlike in Türkiye, you do not need to worry and get stressful about the future, the vagueness of your career, the economic situation here but you can actually enjoy the life as it is supposed to be."

Another one underlined the stability of dollar and of economy in general.

"*As far as I know, United States is the strongest country in the world in terms of economy. Economic advancement and stability have a crucial impact on the quality of life. I have been here only for 1 week and I can already see that people here are happier and more comfortable in general. Almost everyone in Türkiye is concerned about their future because economy gets worse every day, Turkish Lira loses value everyday and no one knows how far can this worsening go. I do not see any indicator of improvement in future. That is why I prefer here(United States) over Türkiye."*

It is worth noting that not all the Turkish citizens crossing the US-Mexican border are intended to stay in the United States. A significant number of these migrants enter the United States for reaching Canada. At this point, United States is not only a destination country for Turkish citizens but also a transit country in their migration route to Canada. The reasons for the migrants' choosing Canada over United States as a destination country vary. The most common reasons include the fact that Canada has an even better image than United States in some people's minds in Türkiye, Canada's being known among the migrants as a country with an easier and shorter process toward residence, family reunion etc. and some migrants' having acquaintances in Canada. 6 of the 22 interviewees stated in the interview that they would not stay in the United States and they would be continuing their journey to Canada after spending a few days in United States. One of the interviewees answered the question regarding his choosing Canada over United States as a destination country with the following statement:

"I have some relatives in Canada and they told me that Canada helps asylum seekers economically, that I could get residence permit in 2 years and already start the family reunion procedures. Without knowing someone who would support me during this period, I do not think staying in the United States is a good idea for me."

Why Over Mexico?

Despite the fact that Mexico is known as the country sending the most irregular migrants to the US, its transit country role is getting more and more crucial and being the transit country for the migration from Central America to the United States has been a significant policy priority in Mexico(Alba, 2013). In fact, today Mexico is not only the main transit country only for the migration from Central America to the US but also for the migration from countries in other continents thousands of kilometers away including the case of this paper, Türkiye. Mexico is known as the country providing the easiest way to enter the US for Turkish citizens with the involvement of transnational criminal organizations.

An interviewee answered the question "How did your journey from Türkiye to the United States progress?" as follows:

"Some of my relatives migrated to the US using this way and I decided to do the same. I contacted to one of the guys who arrange the journey from Türkiye to the US and paid him 5.000$ as the first installment. They arranged the tickets etc.. I flew to Istanbul and from there to Mexico City. They sent my photo to the guys at border control. So they let me pass without a problem. Then they took us to a city called Juarez. I stayed in a hotel they arranged there for 2 days. After that, they took us to the border crossing point where they had partners among the passport controllers. They have sent our photos to those controllers beforehand. So he recognized us and let us pass the border. After passing the border, I sent a video to my family telling that I was in US territory and they paid the other 5.000$ to the guy who arranged the flights etc.. After sending the video, I went to the US police and surrendered. They sent me to a camp in Texas after keeping me for one week somewhere around the place I surrendered. I spent 75 days at the camp and then they let me go."

Lacking of ideal working conditions in Türkiye and limited visa opportunities offered by the developed industrial democracies leaves the illegal channels to enter those countries as the only way for the ones who are determined to migrate. The illegal way to migrate to the United States over Mexico has been spread across Türkiye by word of mouth which is likely to motivate more people to take the same journey. Many of the migrants I have conducted interview with had bachelor degree. Most of them stated that they have tried to get visa and migrate to the United States legally however their applications have been declined and they lost their hope in getting a visa. I quote answer of an interviewee to the question "What made you choose this way of migration?:

"I have bachelor degree. After realizing that I would not find a possibility to get a job in my field in Türkiye, I have decided to get a student visa and study master degree in the US however my visa application was declined. So, migrating here over Mexico was the only opportunity I had."

Conclusion

With the developments in communication technologies and transportation, increasing gap between developed and underdeveloped countries, wars, and the ever-growing adverse impact of global warming and environmental changes in certain areas, international migration has risen, and indicators show that this rise will continue in future. The question is, if the states will cooperate with each other to make these migratory movements orderly and regular or will they keep following diverse and often conflicting migration policies pushing migrants to illegal ways of entry and dangerous journeys. The case has been studied in this paper is Turkish citizens' migration to the US over Mexico with the involvement of transnational criminal organizations. The findings show that while the reasons people migrate from Türkiye include economic recession, backsliding in democracy and human rights, restrictive governance, intolerance and frictions in the society, lacking of job opportunities and low income, the main motivations behind choosing United States as destination country are the positive image of the United States in international arena, diversity of the community, advancements in technology, abundance of job opportunities, medical developments, respect for human rights and rule of law, and presence of relatives and acquaintances who would reduce the transaction costs for migrants.

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Advertisements and its Social Effects on Society

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ABSTRACT

The first evidence of advertising was found among the ancient Babylonian empire and dates back to the 3000s BC. Some experts who analyse the marketing business oppose this view. There are two major polarities on this issues, one side believes that advertising is harmful advertising does not affect society in a negative way. Advertising pops up everywhere even in the most intimate of spaces, our home. Advertisements are designed to "attract attention, change attitude and to command our behaviour". Advertising is a business, an art, an institution and a cultural phenomenon. It helps the consumers to see the possibilities and meanings in the things that they buy. In Indian market advertising has a very influence in the mass media market place as it plays most of the bills and thus plays major role in shaping the content. It promotes a higher quality of goods through the ability of the consumer to identity a particular manufacturer. A variety of techniques are used in advertising, starting with a basic appeal, which is the main selling point or theme of an advertisement. The most used techniques are:-

1) Attention getting headlines.
2) Competition.
3) Slogan.
4) Testimonials.
5) Product characters.
6) Comparison of products.

On the other hand, advertisements effect our society and lifestyle in many ways. The first question arises is that how many advertisements have you seen in your life? The average person's sees between 280 to 300 advertisings per day. By this, the advertiser's intention is to try to get into your mind and influence your thoughts and decision.

Keywords: Advertisement, Techniques of Advertisement, social Effects of Advertisements, Consumer Awareness.

INTRODUCTION

ADVERTISING

Advertising is a means of communication with the users of a product or service. Advertisements are messages paid for by those who send them and are intended to inform or influence people who receive them, as defined by the Advertising Association of the UK.

Advertisements are a guaranteed method of reaching an audience. By creating an engaging ad, and spending enough to reach your target users, advertisements can have an immediate impact on business. This effect could be seen in improved trade or boosted brand recognition, among many different metrics.

Advertising is very useful, not just to producers but customers as well, and even the society at large. Advertising performs many functions in the society such as, giving information about the benefits of a product or service, which influences, targets or aims the attitudes and behaviours of customers by using different media outlets to capture their attention.

"Advertising is fundamentally persuasion and persuasion happens to be not a science, but an art."

In support of advertising as science, many advertising professionals point out that advertising creation and development is driven by specific brand and product goals, not purely from creative vision. Not having complete creative freedom on the advertising design coupled with the requirement to deliver brand and product goals limits creativity and expression thus making advertising more of a science. One of the newer arguments on the side of science is about evolving capabilities in tracking and analytics through just about every step of the advertising process.

Both art and science supporters have an abundance of reasons and rationale for their claim.

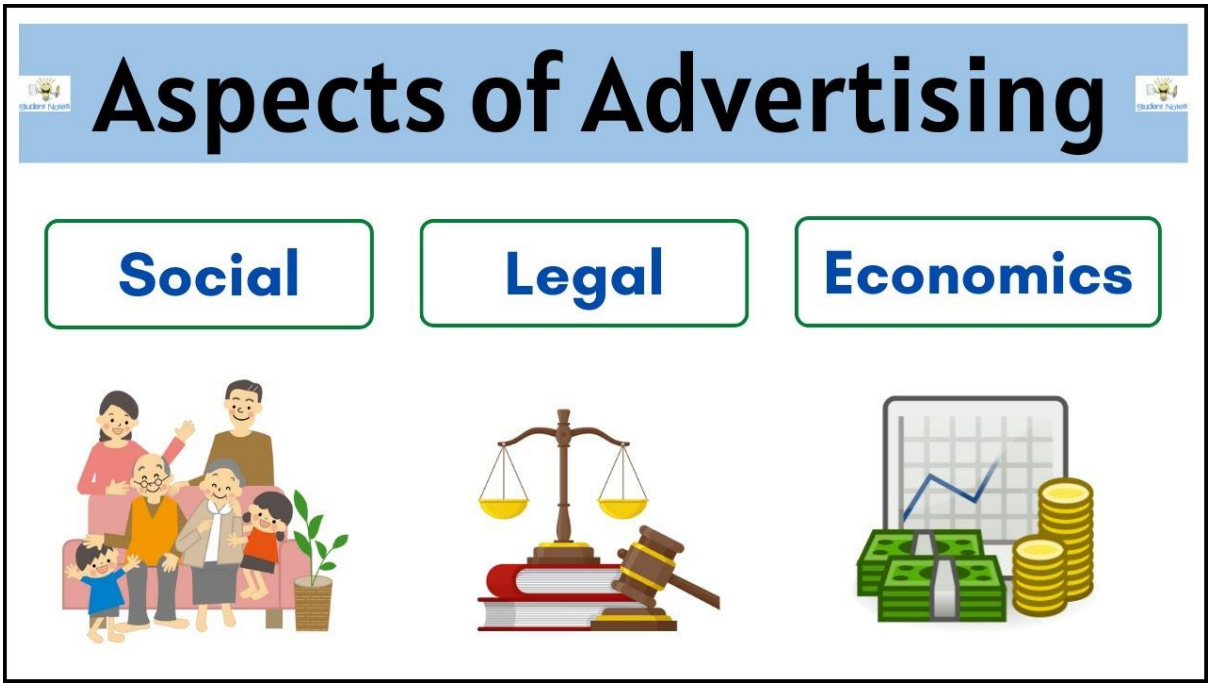
Positive social effects of advertisements:

1. Informed society: through advertisements, the society is informed of various products or services, their uses, best bargains, detail information, safe handling, technological advances etc.
2. Health and hygiene awareness: the advertisements on health drinks toiletry products, sanitary items etc. make the people become aware of health and hygiene.
3. Rights of consumers: rights of consumers are made aware through advertisement.
4. New ideas: new creative ideas are gathered from various advertisements which render an effective service.
5. Quality Consciousness: Information regarding product, process or even work, investments etc. is promoted.
6. Social changes: accepting women as equals, empowerment of women, concern for the girl childe etc. are created through advertisements.
7. Advertisements contribute to creativity: the art of creativity comes from advertisement which creates new ideas and thoughts among the society.

Advertising plays a very important role in the society; be it the producers, the traders or consumers. Some advantages to customers:

- Advertising enables customers conscious and aware of what is new in the market or an existing product. If the products are not advertised customers will not be aware of what is going in the market;
- Advertising also helps customers find the product that's best for them. When they get to know about the range of products, they are able to compare and buy what is best for them;
- Advertising is also vital to producers or sellers of the product;
- Advertising helps increase in sales of a product;

- Advertising helps companies aware of their competitors in the market and how they can better their product;
- Advertising is the foundation for any company to launch or release a new product;
- Advertising helps create customer loyalty;
- The demand for a product is a result of advertising.



Main benefits of advertising towards society:

1. ***Helpful in Generating More Employment:***
Advertising is instrumental in generating more employment opportunities and creating diverse kinds of jobs. It provides jobs to artists, screen printers, block-makers, script-writers, painter, etc. Today, advertising has become a profession. Some companies do only advertising job.

2. ***Helpful in Improving the Standard of Living:***
Through the medium of advertising people get information regarding new products. As people use these new and latest goods, their standard of living gets a boost. Advertising is helpful in providing employment and increasing income of the people. Both have a positive effect on their standard of living.

3. ***Helpful in Survival of Communication Media:***
The main communication media are Newspapers, Magazines, T.V., Radio, etc. Major source of their income is advertising. If these media of communication do not get support of revenue from advertising, they cannot survive for long. These media of communication keep the society well informed. Their existence is of utmost important and they can survive only by advertising.

4. ***Helpful in Creating Healthy Competition:***
When a company gets its product advertised, it seeks to improve its quality and lower its price. It is their endeavour to improve their own product rather than finding fault with the product of

their rivals. In this way a healthy competition prevails in the market and the entire society stands to gain from it.

5. *Helpful in the Economic Development of the Country:*

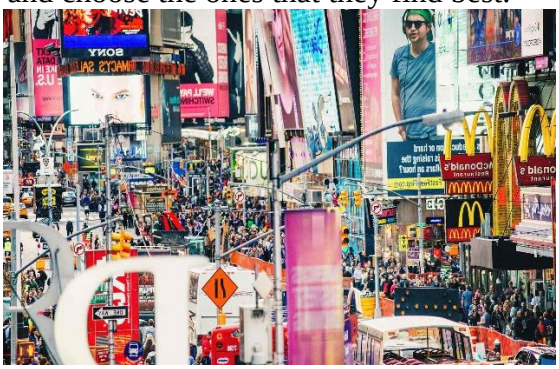
Today, the effect of advertising is no longer confined to the four walls of the country, rather it has crossed the national boundaries. Through the medium of satellite, domestic advertising messages can be transmitted to the rest of the world. As a result, export-potentials of the country get a big boost. Foreign exchange capacity of the country increases and new industries develop. Thus, advertising proves helpful in the economic development of the country.

<u>Some tag lines with its effects:</u>

1) **"Customers buy for their own reasons, not yours."**

Advertising is informative. It tells the public what goods are available, in what varieties and at what prices. It is a very competitive industry, with creative minds vying with each other to find new and attractive ways of appealing to what the public is looking for, and of emphasizing the merits that people seek in the goods they buy.

Encouraging consumers to choose the products that are best for them, advertising, at least in democratic nations, allows individuals to learn about the wide variety of lifestyle and political choices available to them and choose the ones that they find best.



1) **"Advertising is the glue that holds our culture together."**

It plays a role in social change. It celebrates change and internalizes change for those who become better by using a certain product/service. In short, advertising is the voice of technology; because of that it represents the intention to affect life.

2) **"Advertisements sell a great deal more than products. They sell values, images, concepts and dreams."**

Advertising in India has created an incredible awareness among the people in the past decade growing into big industry. It was grown along with the press and today it has found its way into the other two media - Radio and Television.

Critics attribute an awesome ability to advertising to persuade millions of Indians to do almost anything. Advertising has been accused of causing, either directly or indirectly:

(a) An escalation in the national crime rate;
(b) An increase in communal riots;
(c) A decline in the respect for leadership of every kind;
(d) The employment of strategies for the manipulation of children;
(e) The use of sub-threshold effects to slip messages past our conscious guard,
(f) A deliberate sale of products for their status-enhancement value;
(g) Illogical irrational loyalties;
(h) The exploitation of our deepest sexual sensitivities and

(i) The application of the insights of depth selling to politics.

There are, essentially, three challenges to advertising:

(a) First, advertising is challenged on the aesthetic front; the "bad taste" argument exemplifies this line of attack;

(b) Second, advertising is challenged on the moral front; the charges here range from exploitation of sex to those of "creating" wants;

(c) Third, advertising is challenged on the economic front; its effect on prices, its influence on the rigour of competition; in short, its effects on the allocation of scarce resources.

Some criticism of advertisement on social:

1. Advertising is frequently false and misleading.
2. Advertising concentrates on selling products to people they neither need nor want.
3. Advertising exhibits bad taste.
4. Advertising stresses small and insignificant differences between products and has resulted in an unnecessary and wasteful proliferation of brands.
5. Advertising is too persuasive.
6. Advertising can be used, to take advantage of children (bad effect on children).
7. Much advertising is irrelevant and unnecessary.

Conclusion

Advertising holds great power. It is a form of art, and art is powerful, thus influential. The Indian audience and consumer base is highly emotional and value centric, and thus comparatively easy to mold. Advertising has diverse effects on the society and its values both negative and positive.

Colonialism Through Education: A Case Study of How the British Raj Colonized India by Colonizing the Minds of the Indians

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ABSTRACT

Colonization through weapons can only go as far as the weapons last. However, subjugation through mind control will last until a new thought process is developed to challenge it. The English Raj in India understood this soon enough to divert their attention towards 'educating' the indigenous people of India. The colonial education system, which the Indian government still follows to this day, was designed more to legitimise the English rule in India and to streamline the process of economic exploitation, rather than to actually educate the people of the country. This was also a conscious attempt by the Raj to indoctrinate the Indians into believing the superiority of the west while undermining their own tradition and culture. The consequence of such indoctrination, they imagined, would lead the Indians to accept the dominance of the colonizers without ever questioning it. Hence, in the words of the President himself of the General Committee of Public Instruction, which was set up to impart English education to the Indians, he was looking to create a class of Indians who were "Indian in blood and colour, but English in tastes, in opinions, in morals and in intellect." This paper, therefore, attempts to shade light on how the colonizers destroyed the traditional Indian education system and replaced it with their westernized English education system, in order to strengthen the political and economic dominance of the colonialist country over the colony. This paper would also attempt to explore, how many of the modern day problems that exist in India is the direct result of such colonial indoctrination and why decolonisation of mind is the need of the hour.

Keywords: Colonial Education, British Colonialism, Cultural Imperialism

Introduction

Colonialism by its very nature is exploitative. So even if the colonial education bore some positive outcomes for the colonized population, it should not be forgotten that the same was actually a colonial tool to strengthen the rule of the foreign masters over their colonies. Physical enslavement is limited and often invites rebellious demeanor towards the one who enslaves. This risk factor, however, is not much present when the enslavement is psychological. Therefore, colonization by controlling the minds of the colonized people using education, was seen as a better and an effective method as compared to using physical coercion which was much more expensive but with a limited outcome. Psychological enslavement is a method of subtle indoctrination where the subject is made to forget that they are under the control of a foreign power in an exploitative relationship. Education played an important role here in the form of a tool to brainwash the colonized subjects into believing that the colonial rule was not all bad and that it had uplifted the colonies in certain ways and therefore it was much needed. In case of India, the English colonizers had a similar vision where they wanted to produce a class of Indians who would earnestly believe that the elevation of their own country would only be possible under the aegis of the English rulers and hence would be loyal to them. Colonial Education in India, therefore, was aimed more towards naturalization and legitimization of the colonial rule in this colony, rather than to genuinely educate and enlighten the people here.

Methodology

This paper primarily aims to address the questions of How the English Colonialists used western English education not only as a tool to strengthen their rule over India but also to streamline their exploitation of Indian resources. This paper will also look at how the colonial education had destroyed the Indian indigenous system of education and heavily influenced the minds of the Indians, the effect of which can be seen to this day. Therefore, in order to study the ways in which colonial education was propagated into the Indian society, some primary sources along with some secondary historical works would be used. Among the primary data, survey reports by the company officials and missionaries to study the state of indigenous education, would be used. Some personal letters and biographies of various company officials and scholars would also be relied upon. Among secondary sources, scholarly works of historian Bipan Chandra, B.D Basu and work of Gandhian thinker Dharampal would be referred to.

Colonial Education: Philanthropy Or Exploitation?

The English colonial government's effort to propagate English and Western scientific education among the indigenous population of India came more out of their own needs than out of the desire for philanthropy. Historian Bipan Chandra stated that, the colonial education in India, like the railways, was aimed more towards exploiting the country rather than for developing it. [Chandra, 1979, p.49] The truth of this statement can be proven from the writings of a contemporary historian B.D Basu who stated that, initially the English government had no interest in educating the Indians, all they were concerned about were trade and commerce. Indeed, educating the Indian subjects did not hold much importance in the eyes of the British in the initial phase of colonization, when the English East India Company (EIC) was only interested in extracting resources from the Indian soil. This initial phase, which historian Bipan Chandra identifies as the time period between 1600 and 1757 was the 'Mercantile' phase. During this time, the English East India company procured finished goods from India, namely spices, textiles and craft objects, and sold them back home and in other countries in Europe. India, during this phase enjoyed a favorable balance of trade since the number of exports from India to other countries was more than what it imported from outside, especially from Europe. This, however, was not liked by many people in England including novelist Daniel Defoe who

expressed with angst in his weekly newspaper 'The Review', how the clothes from the 'Heathen world' had crept into their houses. He said that, from his closets to cushions everything had some Indian item in it. India had a dominant status when it came to global trade. This dominance was also resented by the British manufacturers who then pressured their government to impose restrictions on items imported from India. Soon enough, heavy duties were imposed on the items that were imported from India. Hence, Indian export to England started to decline. Meanwhile, 18th century was also the period when English society started to witness a massive manufacturing boom, as a result of a phenomenon, popularly known as the industrial revolution. From being an importer of finished items from India, England soon turned into a giant exporter of its manufactured products. On the contrary, Industrial revolution transformed India from being an exporter of its products to becoming the biggest importer of machine manufactured items from England. India became the biggest market for England and along with it, the biggest supplier of raw materials for the industries in England. Henceforth, the truly exploitative phase of the English colonialism in India started.

Industrial Revolution, improved the social conditions of England. With more production and more export came more revenue. English populace now saw an improvement in their living conditions. After 1780s, population of England got doubled just within fifty years. This further put pressure for increasing the industrial production and thereby inducing a more rigorous exploitation of resources from the colonies. India being the biggest market for the industrially produced goods from England and being the largest supplier of raw materials for that industry, it was of utmost importance that the English colonial government in India had a strong administration on ground to ensure proper procurement and supply of the raw materials to the mills of England and also to prepare a strong market for the English manufactured goods. This is where, the English colonizers felt the need to educate the indigenous youths in India with English and western scientific education. They envisioned two possible outcomes from this. First, Indian youths learned in English and western philosophy and sciences would be able to become administrators in the departments of the colonial government in India and therefore run the Colonial Raj in India on the behalf of their English masters sitting in England. Secondly, the western educated youths who shared same tastes as the Englishmen, would become the market for the mill made items from England.

Charles Woods, President of the Board of Control of the East India Company, in his famous Despatch of 1854 called the "Woods' Despatch" stated that English education will ensure a 'higher degree of intellectual fitness' and will build a 'moral character' among the Indian youths that will ensure a regular supply of civil servants for the administrative duties, who can be trusted with the offices. These new Anglicized Indian employees, he added, will ensure a smooth running of the administration in India and therefore will ensure a regular supply of raw materials for the industries in England. [Basu, 1922, p.152-157] Woods' Despatch laid the foundation of the modern 3 tier education system in India with mandatory English education in the higher-level educational institutions. This same idea was also expressed by F. Warden, who was one of the Councilman in the Bombay government. Warden, who in his 'Minute' presented on 24th March 1828 stated that the propagation of the English education will be the 'lasting monument' of the English domination, also expressed that English education would 'ensure supply of men for state service'. [Basu, p. 70-72] The English colonizers were thus hiring Indians for colonizing Indians as it was a much more convenient method than having to train a few Englishmen and sending them off to India to rule an alien country with a population that runs in billions.

Encouraging the Indians to learn a foreign language like English while isolating them from their own mother tongues and cultural languages like Sanskrit was definitely not aimed at uplifting

the Indian Civilization but instead, to solve the language barrier issue of the foreign colonizers with the Indian population. English became the government language in India during the time of the former Governor-General, Lord William Bentinck who, it was said, used to communicate with the Indian Princes in English. Strangely enough Bentinck was against educating the Indians. After Charles Metcalfe took over as the Governor-General of India, he stated in his 'Minutes' dated 16th May 1835 that Lord Bentinck thought that educating the Indians would be dangerous. [Basu, p.63-65] Such a fear, however, was also expressed by some of the directors of the English East India Company. Journalist and historian, J.C Marshman stated before the Select Committee of the House of Lords that one of the directors of the English East India Company had said that they had lost America because they allowed the latter to have schools and colleges and that doing the same in case of India will also prove to be dangerous for the English rule there. Nonetheless, it was under the Governor-Generalship of Lord Bentinck that the famous 'Minute on Indian Education' of Lord Thomas Babington Macaulay was approved on March 1835. Macaulay's minute discussed why it was absolutely necessary for the Indians to be educated with English education and western sciences and why the English government should never invest in promoting the traditional learning of the Indians. He requested the government to not invest in printing oriental works like that of the Sanskrit literatures as he thought that the books of literature written in Sanskrit language were equal to those that were used for children at the preparatory schools in England. [Woodrow, 1862, p.107-108]. Macaulay devalued Sanskrit literature even though he himself admitted in his minute, that he had no knowledge of the language and therefore was not familiar with its literature. Lord Bentinck did not, however, approve English and European education for the Indians to make them knowledgeable, rather he wanted the curriculum to be designed in such a way that it will not only make the Indians educated but will also Anglicize and Europeanize them. Both Bentinck and Macaulay wanted to create a class of Indians whom the latter described as "*Indian in blood and colour, but English in tastes, in opinions, in morals and in intellect*." This class of Anglicized Indians, they envisioned, would be loyal to the British empire and would truly believe that India could make progress only if it stays within the 'benevolent embrace' of the British Raj.

English industrial needs also prompted the Raj to have a permanent and strong base in India which would not be possible if the people of the country would constantly challenge the foreign rulers. Therefore, the need was felt by the English government to legitimize their rule in India. William Adam, a Scottish missionary, who was appointed to inquire into the status of indigenous education in the districts of Bengal and Bihar, addressed this problem. Adam wrote to Lord Bentinck that the status of their government was that of "*foreigners on a strange soil among people with whom no common associations exists*" [Long, 1868, p.340] He said that they were as alien to the Indians as the latter were to them. As a result, the Indians held no affection for the English government. Adam stated, that only through a "wisely framed system of public instruction" will the English government be able to bridge the gap between the rulers and the ruled. Charles E. Trevelyan, a British civil servant and the brother-in-law of Lord Macaulay also reiterated this need of 'naturalizing' the English rule in India through European knowledge and English education. This according to him will make the subjects to not feel the English rule to be alien anymore and therefore to present their unquestioning submission to the English suzerainty. Trevelyan suggested the English to follow the path of the Roman conquerors who not only extended their physical dominance over Europe but also spread their culture in the lands they conquered. Romans have 'Romanised' Europe in such a way that the subjects of the lands conquered were happy to ape the culture of the conquerors, rather than opposing them. Basu quoted Trevelyan saying "*The natives will not rise against us, because we shall stoop to*

raise them…". Being an Anglicist, like Macaulay and Lord Bentinck, Trevelyan believed in the superiority of the West. He believed that the west was superior in every way in comparison to the east. Nonetheless, for the sake of proper governance, Trevelyan suggested that the English government should diffuse western knowledge among the Indians and co-opt them into the English culture in such a way that the latter gets swayed by the English way of life and starts perceiving their own indigenous culture as dark and regressive. He wanted a class of educated Indians to be formed, who would believe that only the English government could improve and uplift their society and therefore will 'cling' to them. [Basu, p.78] Consequently, this class of Indians would work their best to keep the Raj intact in India. Not to mention, this was also a cost-effective way of running a government overseas. Trevelyan mentioned in his work 'The Education of the People of India' that although the Europeans were superior, yet due to limited public revenue too many of them cannot be employed to look after the Indian administration and so in order to keep the administrative machine running, western educated Indians needed to be employed. [Trevelyan Charles E, 1838, p.156] This explains why the curriculum of the colonial education, which is still followed in India, lack so much in terms of nurturing an analytical attitude among the students. The English government simply wanted a system of education that would create skilled yet obedient labours for their administration. They wanted someone who would be intelligent enough to run the government efficiently and yet not erudite enough to question whatever they are being taught. The colonial government, after all, wanted labours who could work under them and not scientists who could work at per with them.

Education As A Tool For Colonisation

Education was a propaganda tool for the English to psychologically enslave the Indians by luring them into an over-glorified European culture while simultaneously isolating them from their own. This, they thought, would make sure that this new class of Indians who were groomed into being the 'brown skinned English men' would be loyal to them. Hence, started the ambitious project of rewriting the cultural and social structure of the Indian subcontinent through the medium of education.

The English wanted to design an education system that will not only isolate the indigenous Indians from their own tradition and culture but will also convince them about the superiority of the west. Now this would be possible, only if the indigenous population was made into thinking that everything about their own society and culture is regressive and that in order to uplift their life, they need to adhere to the western ideas and values. India presented a challenging case in this regard, since the subcontinent already had a very rich and glorious past that its population took pride in. When the Europeans landed on its shore, India was a country that had a very strong economy, a rich culture and a population that was both educated and opulent. The Europeans had very little to offer to the Indians, both economically and culturally. Therefore, in order to inject western ideas into the society, uprooting the traditional ideas and values were seen to be necessary. This involved misinterpreting, omitting and mistranslating the historical and religious works of the Indians.

Religion was a big part of Indian identity. It dictated the culture and the lifestyle of its population. So, in order to truly Europeanize the Indians, the need was felt to isolate them from their own religion. This is where the evangelists accompanied the colonizers. Christianity, like education, thus became a tool that enabled colonisation. In fact, this was the time when the whole of education and schooling system in England was controlled by the Church and the missionaries. This system was replicated in the colonies including India, where the onus of educating the population was usually handed over to the missionaries who then used to indoctrinate the people into submitting themselves not only to the Christ but also to the followers of the Christ. This was a symbiotic relationship where both the colonizers and the

missionaries enabled each other to capture and enslave foreign countries. Where on the one hand, the colonizers by capturing new lands prepared the ground for the missionaries to go and proselytize the locals. On the other hand, the missionaries through proselytization helped in naturalizing the colonial rule, since the people who got converted to Christianity automatically became loyal to the English government. As a matter of fact, most of the officials and scholars who were working for the colonial administration in India were missionaries themselves with a clear aim of Christianizing the country for the purpose of colonization. Lord T.B Macaulay, whose famous Minute on Indian education suggested the importance of teaching English and western sciences over the traditional Indian subjects, was one such official present in the colonial administration. He saw the western knowledge and English education as a vehicle for Christianizing the Indian subcontinent and thereby keeping it subservient to the English domination.

Macaulay wrote to his father Zachary Macaulay, in a letter dated 12th October 1836:

"*The effect of this education on the Hindoos is prodigious. No Hindoo who has received an English education ever remains sincerely attached to his religion. Some continue to profess it as a matter of policy, but many profess themselves as pure deists, and some embrace Christianity. It is my firm belief that, if our plans of education are followed up, there will be not a single idolator among the respectable classes in Bengal thirty years hence. And this will be effected without any efforts to proselytize*." [Trevelyan G. Otto, 1876, p. 398-399]

Besides urging the colonial government to invest in promoting English education and western knowledge among the Indians, Macaulay also requested them to discourage the traditional Indian learning of Sanskrit, Arabic and Persian literatures. He thought the indigenous education was of no value and that "*a single shelf of a good European library was worth the entire native literature in India and Arabia*." [Woodrow, 1862, p.107] This was a conscious effort to obliterate the traditional knowledge and ideas that might instil a sense of pride on the minds of the Indian youths. The colonial government thus tried to keep away from Indians, any kind of knowledge that could have invoked nationalism in them, thereby potentially threatening the existence of the English domination over the country.

In contrast to Macaulay's suggestion for encouragement of English education, people like Monier Williams wanted the government to use traditional languages like Sanskrit, Arabic and Persian as the medium of instruction for imparting colonial education in India. Macaulay was part of the Anglicist group, while Monier Williams was an Orientalist. Unlike the former, Orientalists wanted Indian traditional knowledge to be 'rediscovered' and hence, they embarked on a journey to discover ancient Indian historical and religious texts like the Vedas and rewrite them in a new way to propagate among the masses. However, even in this case, the interest of the orientalists in the traditional Indian learning was purely out of the colonial needs. Monier Williams, who was the Professor of Sanskrit at the Oxford University, considered Sanskrit to be the only medium through which Christianity could be propagated in India. In his work titled '*Hinduism*', Williams predicted the demise of Hinduism and spread of monotheistic religions in this country. The Orientalists thus wanted to have a deep knowledge of the Indian cultural and religious texts so that it would become easy for them to manipulate the works as per their own convenience. This monumental work of 'rediscovering' of India's past was taken up by one of Monier Williams' esteemed colleague named Max Muller whom he defeated at the 1860 election for the chair of Boden Professor of Sanskrit at Oxford university. Regardless of the defeat, Muller, by the time of the election, had already won for himself a prestigious reputation for his scholarly edition of the Hindu religious text called the Rig Veda. Muller rewrote the Rig Veda in his own way since he considered it to be the root of the Indian civilisation, especially the Hindu civilisation in India. Hence, he thought, in order to transform the Indian society and

uproot the culture, one needs to strike at its roots. So, in the name of rediscovering of India's past, a new and distorted form of Indian history was written by someone who had never even visited the country of mention. This new colonially constructed history of India was definitely not aimed at informing the Indians about their glorious past, but rather it was focused on highlighting the evils of the Indian Hindu society that would subtly brainwash the modern English educated Indian youths to discard their own culture and religion.

In a letter written to George Campbell, a Scottish politician and the 8th Duke of Argyll on 16 December 1868, Max Muller wrote:

"India has been conquered once, but India must be conquered again, that second conquest should be a conquest by education." [Muller, 1902, p.376]

In another letter written to a German diplomat and a scholar called Chevaliar Bunsen, Max Muller wrote:

"India is much riper for Christianity than Rome or Greece were at the time of St.Paul" [Muller, p. 190-191]

In the same letter to Bunsen, Muller also explained why spreading Christianity to India was important. He stated that whatever propagates in India soon spreads all across the Asia and, therefore, Christianity too could fully bloom in Asia if it uses India as its base. Therefore, Max Muller who was an evangelical himself, took interest in learning the culture of the Indians only with an agenda of proselytization and for strengthening the colonial rule here.

Muller's controversial Aryan Invasion Theory (AIT) successfully planted the seed of racial and regional conflict in the country that still exists to this day. By dividing the country into the 'Fair skinned Aryan north' and the 'Dark skinned Dravidian south' he wanted to destroy the unity of the population in India. This was in line with John Malcom's suggestion that '*Divide et impera'* (divide and rule) should be the motto of the English government in the Indian administration. [Basu, p. 188] . Therefore, without any credible evidence, Muller constructed the story of how a fair skinned race of foreigners called Aryans invaded the northern India thousands of years ago, by driving away the dark-skinned aboriginal inhabitants called the Dravidians. This, undoubtedly initiated a great animosity between the northern and the southern population of India and kept the country divided. This divide later culminated into violent Dravidian politics during the 20th century and even in the post-independence India. The AIT has since been challenged and debunked by various scholars due to the lack of proper evidence of an invasion. Unfortunately, this theory is still taught in schools in India which only proves how much of a civilizational indoctrination was carried out in this subcontinent under the colonial education system that the effects are still seen to this day.

Besides these subtle indoctrinations, direct political measures were also taken to actively discourage people from attending the indigenous educational institutions. The onslaught on the indigenous education started with the Charter Acts of 1813 and 1833, that made provisions for the missionaries to preach their religion and establish their religious institutions in India. English schools and institutions of Western higher education were mostly controlled by the Church and the government who made sure that the pupils attending those places forget about their own culture and accept the western suzerainty. These institutions were heavily funded by the English government who, on the other hand, made no financial contributions for the development of the indigenous educational institutions. The 1917-19 Sadler Commission, that was set up to inquire into the working of the University of Calcutta, also stated that most of the public funds were sent to the English government owned educational institutions and none was sent to the indigenous schools. Dharampal holds heavy taxation as responsible for the demise of the Indian indigenous education. He stated that, as the colonial rule progressed in the country, more and more villages got impoverished due to heavy taxation. All the indigenous enterprises,

including temples, were taxed heavily. This affected the indigenous learning since not only privately owned schools but even temples and mosques were places where traditional education were imparted. [Dharampal, 2000, p.44] Students were also actively discouraged from attending indigenous schools and colleges by the government. This was done by stopping the stipends of the scholars who used to attend such Indian institutions of learning. Moreover in 1844, Governor General of India Lord Hardinge passed a resolution making English education mandatory in India for securing government jobs. This was the last nail in the coffin of Indian languages which were then transformed into becoming the second language whereas English became the prime language of public communication. And since western education, with its literature and science, was imparted in English, the Indian literary and scientific works composed in Indian languages went into oblivion.

Education In Pre-Colonial India

Despite their attitude towards the indigenous education system, the English could not deny the fact that Indian society already had a culture of mass education where almost everyone had the ability to read, write and do basic mathematics. This was better than the situation of education in the European countries, especially in that of England and Scotland. Dharampal stated that popular education was uncommon in Britain, although it had many big universities. Rather, he said, till as late as the mid-19th century the most a person could read in England was the Bible and that the curriculum in school used to be limited to religious instructions and some basic arithmetic. [Dharampal, p.10-11] In contrast, pre-colonial India had the presence of both elementary schools and the institutions of higher education where even science and commerce were taught. Education here usually started from the age of five and was expected to continue at least till the age of fifteen. Curriculum included both secular and religious instructions. Elementary education of Hindus was mainly given in 'Paathshalas' whereas higher learnings were imparted in the 'Tols'. In case of Muslim education system, elementary education was given in the 'Maktaabs' and higher education was given in the 'Madrassahs'. A Scottish missionary by the name of William Adam, who extensively toured the various provinces in Bengal and Bihar from 1835 to 1838 to study the situation of indigenous elementary education in these areas, stated that almost everyone in these places could read and write. Adam in a letter to Lord Bentinck stated that unlike his own country Scotland where thousands could not read and write, India actually has a complete system of education. He referred to the presence of two institutions in the Indian education system where one was responsible for the common education whereas the other institution looked after the preservation of literatures that could be handed down from one generation to the next. [Long, 1868, p.2-3] Adam visited various districts of Bengal and Bihar and submitted three extensive reports about the presence of elementary schools in these areas. In these reports, he stated that there were around 1,00,000 elementary schools present in the villages of Bengal and Bihar in the 1830s [Dharampal, p.18] In Bengal's Midnapore area, he reported, there were elementary schools in every village that taught Bengali and accounts. [Long, p.35] In case of the Burdwan district, Adams wrote, there were only a few villages that had no schools [Long, p.45]. In another survey done in 1811 by the Committee of Superintendence, under the Governor General Lord Minto, it was found that, there existed 46 schools in the district of Nadia in Bengal. These schools were mainly run and funded by the local scholars or Pundits.

Surveys of similar nature were also carried out in other states which yielded similar results. In case of Bombay, in 1821, a member of the Bombay Governor's council, G.L Prendergast stated that there were hardly any villages here that did not have at least one school. Stuart Elphinstone, who was the Governor of Bombay, also stated in 1823 that villages without elementary schools were rare in Bombay. Towards the north, Dr. G.W Leitner, who used to be the Principal of the

Oriental college and government college in Lahore spoke very highly of the status of the indigenous education in Punjab. He stated that, there were not a single temple or mosque or a 'dharamshala' present which did not have a school attached to it. [Leitner, 1971, p.(i)] Leitner further observed that education in India was seen as a sacred duty that one must undertake. Down towards the southern part of the country, the governor of Madras, Thomas Munro in 1822 also ordered the district revenue collectors to enquire into the status of the elementary education in the state. The report that was submitted in 1826, revealed that there were at least one school present for every 500 people in the state. Contrary to this, England only had a few schools in the 1800s which were meant for the children of the common people. Therefore, in terms of mass education, India certainly was not lagging behind Europe. As a matter of fact, England even adopted some of the methods of teaching from India and then spread it across Europe. One such method that can be mentioned here is the 'Monitorial system' or the 'Madras system' of teaching. British educator Dr. Andrew Bell adopted this method of teaching from the system that was followed in the elementary schools in Madras where the abler or the advanced students used to help the teacher by teaching the less able students. This technique of pedagogy was also observed and recorded by Mr. Alexander Duncan Campbell, who used to be the collector of Bellary district in Andhra Pradesh. In his report not only had Mr. Campbell shown a lot of appreciation for this system of teaching but he even wished this method to be imitated in the schools of England. [Basu, p.13]

Besides the elementary schools, there were also present institutions for higher education like the modern-day colleges. The city of Rajahmundry in Andhra Pradesh had the largest number of such institutions. Rajahmundry reportedly had 279 such 'colleges' present that supported 1,454 scholars. This was followed by Guntoor with 171 'colleges' supporting 939 scholars and so on. In the Malabar region, one such college was also maintained by Raja Samudrin, also known as Zamorin, who used to be the monarch of the region. [Dharampal, p. 33-35] In the districts that did not have such institutions, knowledge was imparted either in the private residence of the teachers or through private tutors at the residence of the student. Speaking of the curriculum, it usually was multidisciplinary where students were taught various necessary skills and knowledges. Multidisciplinary approach to education is much venerated in the Indian culture where even the Hindu God Lord Krishna is celebrated, for his ability to master 14 types of 'Vidya' (knowledges) and 64 types of 'Kala' (skills) within just 64 days unlike any human being can. Most ancient universities of India also had a multidisciplinary system of education where students along with the knowledge of religion and science also used to learn various technical skills and art forms for their overall development. Education and literacy were, therefore, not unknown to the Indians. In fact, ancient India housed some of the most prestigious universities like Nalanda and Takshashila, where students from all across the globe used to come for their education. A 7th century Chinese scholar named Xuanzang, who had spent a couple years learning Buddhist doctrines at Nalanda spoke about how difficult it was to get admission into that university. According to his accounts, Nalanda even had an elaborate entrance examination designed by the best scholars where only twenty percent of the examinees were able to qualify. [Apte, 1961, p. 27] India thus had an elaborate knowledge and education system prior to the advent of the English. It is, after all, undeniable that decimal system and heliocentrism were already known in India in the 6th century AD, way before it was discovered in Europe.

India's adulation for education was rooted to its religion, where receiving education was considered to be as sacred as praying to God. As a matter of fact, education in Indian culture is attributed to Devi Saraswati, the Hindu Goddess of learning. The Hindu doctrine of Taittiriya Upanishad even deified a teacher or a Guru with its verse "*Acharya devo bhava*" or 'the teacher

is the God'. Moreover, in India the initiation of the academic journey of a child is also done through a religious ritual which is known as 'Haathe khori' (chalk in hand) in the east and 'Vidyarambha' (beginning of learning) in the south. So, education being the part and parcel of the religious life of the Indians, it was considered almost blasphemous to stay illiterate. Therefore, unlike what the colonizers propagated in the name of White Man's burden, Indian society was not 'barbaric' or 'uncivilised' waiting to be saved by the western colonizers. On the contrary, the reason why the Indians were able to grasp the English language and the western education so quickly was because the population already had a favourable and sincere demeanour towards receiving education due to its long history of literacy.

Impact Of Colonial Education

Edward said stated in his work 'Culture and Imperialism' that many of the problems that were persistent in the countries that used to be the former colonies were the direct result of the activities of the colonisers. [Said, 1994, p.19] In case of India, many of the problems like casteism and regional conflicts were also the direct results of the colonial interference in our society. The English government commissioned the scholars to distort and fabricate the historical and religious texts of the Indians and then teach these new editions to the upcoming generations. One of the biggest examples of one such distortion of history was the Aryan Invasion Theory (AIT). Its founder, Max Muller was able to create a permanent division between the population of the northern India and the southern India in lines or race and region, by stating that the people in the north were originally foreigners from central Asia, who invaded India thousands of years ago and hence were fair skinned. He called these invading people, the Aryans. On the contrary, the Dravidians on whom the invasion happened were the original population of the country and hence were dark skinned. Without any proper evidence of any invasion, Max Muller was able to construct this narrative that was popularised by the colonial government through its education system. Unfortunately, even in the independent India, till very recently the AIT was taught in the historical curriculum as the true history of the Indians. Colonial education also exacerbated the caste problem in the country by propagating that the social division of caste was based on birth and that someone of a low caste origin can never elevate their social position. This is far from the truth, since caste is originally a social division that is based on one's skill and occupation. This is also reiterated in the Hindu religious text of Bhagavad Gita where Lord Krishna said '*Chatur varnyam maya srstam , guna karma vibhagasah',* [4.13, Bhagavad Gita] meaning he created the four fold divisions of caste system based on skill (Guna) and occupation (Karma). Nonetheless, even in the post-colonial India, caste is considered to be based on one's birth, therefore, keeping alive the tension between the people of different castes. Colonial education thus acted as tool that not only made the Indians forget their true history and religion but also replaced it with a fabricated one that was aimed to make them abhor their own culture and therefore be loyal to the Raj. These new colonial constructions of the Indian history were also aimed at keeping the country divided so that a united resistance towards the English government can be averted. Colonial education with its imposition of English language and due to active discouragement of the vernaculars, also destroyed indigenous vernacular literature.

Conclusion

England's affluence was premised upon the impoverishment of India. The country that used to dominate the global export trade soon became a mere raw material supplier for the English factories on one hand, and a market for their finished products on the other. What streamlined this exploitation was the colonial education which, by distorting and rewriting the history and the culture of the Indians destroyed their self-pride and autonomy. Sadly, India is still reeling from the experiences of the colonial past and is still heavily under the influence of such

indoctrination that was framed hundreds of years ago to keep the population enslaved. Although, in the recent years some dialogues have been started regarding the decolonisation of minds, we still have a long journey ahead to get in touch with our estranged past with all its glory.

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Blended Learning: A New Challenge For Pakistani University Students

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ABSTRACT

The aim of this study was to examine the standpoints of BS 4 years program (BSCS) students in Pakistani universities regarding the issues and challenges they face. The study utilized a descriptive survey method with a quantitative approach to quantify and measure students' perceptions and issues related to blended learning in education. The study collected data from 219 students out of 480 enrolled in the BS 4 years program (BSCS) at three public universities in Pakistan in the 2022 academic year. A questionnaire with a three-point Likert scale was used to gather data, which was then analyzed using frequencies, percentages, and diagrams. The findings showed that most students had a positive view of blended learning, but they also encountered various issues, such as lack of time, insufficient skills and support for proper use, lack of training, and unavailability of Learning Management Software (LMS) for technological learning tools. The study suggests the need for the development of institutional policies for the effective use of blended learning in universities and the implementation of training and skill development programs for teachers to integrate technology in their teaching.

Keywords: Blended Learning, Challenges, Standpoints, Teacher Education.

INTRODUCTION

The COVID-19 pandemic has had a profound impact on the field of education, necessitating a shift from traditional face-to-face instruction to online modalities. Educational institutions worldwide have faced unprecedented challenges in providing effective and engaging online instruction. In this context, understanding the experiences and perspectives of students becomes crucial in evaluating the success of online learning initiatives. This study focuses on assessing the online instruction provided to university students during the COVID-19 epidemic in Lahore, Pakistan. Lahore, being a major educational hub in the country, offers a diverse and representative sample of students from various academic disciplines and levels of study. By examining the experiences, perceptions, and recommendations of students, this research aims to shed light on the strengths, weaknesses, and potential areas for improvement in online instruction during the pandemic. The outbreak of the COVID-19 pandemic in early 2020 disrupted educational systems globally, necessitating the closure of schools, colleges, and universities. In response to these unprecedented circumstances, educational institutions swiftly shifted towards remote teaching and learning methodologies. Online instruction became the primary mode of education, offering a means to continue academic pursuits while maintaining physical distancing measures.

However, this rapid transition to online education posed numerous challenges for both educators and students. The sudden shift necessitated adjustments in teaching strategies, technological infrastructure, and student engagement. While online education has long been an emerging trend in the field of education, the pandemic accelerated its implementation, placing significant reliance on digital platforms and technologies. This study aims to assess the efficacy of online instruction provided to university students during the COVID-19 epidemic, with a particular focus on the experiences and perspectives of students enrolled in four universities in Lahore, Pakistan. Lahore, as a prominent educational hub in the country, hosts a diverse student population pursuing undergraduate, graduate, and doctoral degrees across various disciplines.

Understanding the experiences and perceptions of students is vital to evaluate the effectiveness of online learning initiatives. By exploring their perspectives, this research seeks to identify the strengths, weaknesses, and potential areas for improvement in online instruction during the pandemic. Additionally, the study aims to provide valuable insights into the challenges faced by students, their overall satisfaction levels, and recommendations for enhancing the quality of online education.

OBJECTIVES OF THE STUDY

The objectives of this study are twofold:

- Firstly, it seeks to explore the challenges faced by students in adapting to online learning platforms, as well as their overall satisfaction with the online instruction received.
- Secondly, it aims to identify areas of improvement and recommendations for enhancing the quality and effectiveness of online education in the selected universities.

RESEARCH QUESTIONS

Question 1: What did students' experiences with online learning during the COVID-19 pandemic?

Question 2: What suggestions do students have for online learning throughout the COVID-19 pandemic?

METHODOLOGY

1. Research Design

This study employed a mixed-method research design to capture a comprehensive understanding of the effectiveness of online instruction during the COVID-19 pandemic. By combining qualitative and quantitative components, the research aimed to gather both numerical data and in-depth insights into students' experiences and perceptions. The quantitative phase utilized an online survey, while the qualitative phase involved online in-depth interviews.

2. Participants

The participants in this study were students enrolled in undergraduate, graduate, and doctoral programs at four universities in Lahore, Pakistan. The sample size comprised 600 students, and efforts were made to ensure representation from various academic disciplines. Participants were selected through convenience sampling, targeting students who were actively engaged in online learning during the COVID-19 epidemic.

3. Data Collection Procedure

a) Quantitative Phase

In the quantitative phase, an online survey was administered to the participants. The survey consisted of structured questions designed to gather data on students' satisfaction levels, challenges faced during online instruction, and demographic information. The survey was distributed using online platforms and accessible to participants through email invitations or course management systems. The participants were given a specified time frame to complete the survey.

b) Qualitative Phase

The qualitative phase involved online in-depth interviews to gain deeper insights into students' experiences and perceptions of online instruction. Semi-structured interview guides were developed, covering various aspects of the online learning experience, challenges faced, and recommendations for improvement. The interviews were conducted through video conferencing platforms, ensuring remote access for participants. The interviews were audio-recorded with the participants' consent and later transcribed for analysis.

Overall, the methodology employed in this study aimed to gather robust data, ensuring a comprehensive analysis of the effectiveness of online instruction during the COVID-19 pandemic. By utilizing both quantitative and qualitative approaches, the research provides valuable insights into the experiences and perspectives of university students in Lahore, informing future strategies and enhancements in online education.

CONSIDERATION

Ethical guidelines were followed throughout the research process. Informed consent was obtained from all participants before their participation in the study. Participants' anonymity

and confidentiality were ensured by assigning unique identifiers to their responses, and personal information was kept strictly confidential. The research was conducted in compliance with the ethical standards and regulations governing research involving human subjects.

FINDINGS

Findings based on the students' viewpoint:

- **Accessibility:**

Students claimed that having online education had a favorable impact on accessibility as a result of the COVID-19 epidemic.

- **Economical:**

According to some students, taking education online rather than in person is more cost-effective for them financially because of the epidemic.

- **Time-Saving:**

Some of the students reported that they were able to save time as a result of their distance education.

- **Internet problems:**

Due to the COVID-19 epidemic, many students reported having difficulty using the internet while doing their coursework remotely.

- **System issues:**

During the pandemic, some students who were enrolled in distance education described the system issues they ran with.

- **Exams were not fair:**

Some students complained that the online exams they took as part of the distance learning process weren't accurate or fair in assessing their knowledge.

SUGGESTION

- **Lessons should be brief in duration:**

Some of the students made comments regarding how long lessons should be for online education.

- **Lessons ought to be participatory:**

The majority of students suggested that interactive lessons be included in distant learning sessions.

- **System issues should be resolved:**

The students offered solutions for system/internet issues in the context of distance learning.

- **Documents must be added to the system:**

The idea of submitting course-related materials to the system while pursuing online education has been suggested by students.

CONCLUSION

The COVID-19 pandemic necessitated a sudden shift to online instruction in educational institutions worldwide, including universities in Lahore, Pakistan. This research aimed to assess the effectiveness of online instruction during the pandemic, specifically focusing on the experiences and perspectives of university students. By employing a mixed-method research design, incorporating both qualitative and quantitative components, this study gathered valuable insights into the challenges, satisfaction levels, and recommendations provided by the students. The findings of this study shed light on the perceptions and experiences of university students in Lahore regarding online instruction during the COVID-19 pandemic. The assessment of students' perspectives revealed a mixed response to online learning, with students expressing both positive and negative aspects of their experiences. Ultimately, the insights gained from this research can contribute to the ongoing development and improvement of online education, enabling educational institutions to better adapt to unforeseen circumstances and provide high-quality learning experiences for students.

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Students Assessment of Online Education During The Covid-19 Epidemic: An Analysis

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ABSTRACT

The purpose of this study was to assess the online instruction given to students during the COVID-19 epidemic. At the four universities of Lahore city that were the center of the study, 600 students pursuing undergraduate, graduate, and doctoral degrees participated. A mixed method was used to design the research using both qualitative and quantitative components. An online survey was employed during the quantitative phase. Online in-depth interviews using a semi-structured interview form were carried out during the qualitative phase. Local Lahore, Pakistan, inhabitants were among the responses. The content analysis led to the identification of 21 categories and three major themes. The following themes were accomplished: "It could have been better!" for their suggestions, "Face-to-face education is better!" for the bad parts of the student's experiences, and "Better than nothing!" for the positive aspects of their experiences. It has been decided that a technology approach should be employed to further expand the distance education curriculum in the four universities that have been selected.

Keywords: Covid-19, Distance Education, Online Education, University Students.

INTRODUCTION

In the past decade, advancements in technology and modern techniques have brought significant changes to the higher education system, resulting in improved standards. However, due to the ongoing Covid-19 pandemic, educational institutions have had to close and social distancing measures have made delivering education and social interaction difficult. In these circumstances, educators and policymakers need to develop effective communication methods between teachers and students, and modern technology is the best solution. The integration of technology in education has led to a more active learning process, including face-to-face and online teaching methods, known as "blended learning." This approach has been successful in developed and developing countries worldwide, as it combines various teaching approaches and incorporates new knowledge and information.

Blended learning provides students with interactive learning opportunities, flexibility, and cost-effective teaching methods that are both meaningful and effective. It combines traditional and modern approaches, including physical and virtual appearances of both teachers and students. However, implementing this method can be challenging for educators, especially those teaching BSCS students who need advanced learning approaches from the beginning of their education to become potential teachers of the future. Therefore, studying BSCS can provide valuable insights for educators and policymakers to improve education policies. The concept of blended learning ensures a continuous process of learning with critical thinking and knowledge transformation for future generations. To become effective teachers in modern times, educators must learn through modern techniques that make learning interesting and motivational, utilizing both face-to-face and technological-oriented approaches to ensure continued teaching and learning.

The current generation is often referred to as the "digital generation", and teaching methods must adapt to meet their needs and expectations. Using technology in the classroom has been shown to increase student motivation and interest, leading to improved learning outcomes. Blended Learning provides a personalized learning environment that allows students to access education from anywhere and at any time. It also fosters a collaborative learning environment and helps students develop 21st-century skills. Researchers have studied the effects of Blended Learning on students' motivation, learning styles, academic achievement, and learning methods.

Blended learning has great potential in teacher education, as it has already demonstrated improvements in teaching practices. For example, the use of Learning Management Systems (LMS) provides teachers with opportunities to receive feedback from students and enhance their understanding of the subject matter. Blended learning also allows students to use a combination of tools such as WhatsApp groups and LMS to share information with their classmates and teachers, which leads to greater satisfaction with the learning experience. However, both students and teachers may face challenges when using technology, such as the absence of institutional policies, lack of technical support, slow internet speeds, insufficient computer resources in computer labs, and difficulties with English language comprehension.

Despite encountering obstacles, teacher educators in developing countries are actively working towards incorporating technology into their education systems. For instance, in Pakistan, the Virtual University (VU) and Allama Iqbal Open University (AIOU) have been implementing blended learning since 2002. Furthermore, numerous other public and private universities in the country have adopted this approach, particularly after the establishment of the Higher Education Commission (HEC) in 2000. The Higher Education Commission has taken several initiatives to improve the education sector through technology, with a focus on teachers and prospective teachers. These initiatives include the provision of online lecture facilities, the

establishment of video conferencing rooms, broadband facilities, the Pakistan Education and Research Network, the National Digital Library, and the distribution of laptops with internet access to students. Additionally, the HEC supports the construction of computer labs in universities. Numerous public universities in Pakistan are endeavoring to incorporate technology into their systems by implementing online attendance and examination systems, integrating technology into the teaching and learning process, using pre-recorded lectures, employing peer-to-peer and peer-to-faculty interaction instructional models, facilitating real-time discussions with online experts and experienced individuals. In the current Covid19 pandemic situation, many universities have resorted to online learning, despite limited resources.

RATIONALE

Pakistan, like other developing countries, is striving to improve technological accessibility and its integration into the education sector. The government of Pakistan has initiated various measures to promote and implement blended learning in higher education institutions, particularly universities. Although the use of blended learning is becoming increasingly popular and effective in teacher education in Pakistan, both teachers and students are encountering challenges in its effective implementation, such as a lack of computers in computer labs, insufficient technical support, limited time to use technology, motivation to use technology, inadequate electricity, and difficulties in understanding the English language. Therefore, this study has focused on investigating students' readiness and the challenges of adopting blended learning in Teacher Education Programs in Pakistan.

RESEARCH METHODOLOGY

A quantitative method using a descriptive survey was employed in the research. The study's scope covered students enrolled in the BSCS 4-year program batch of 2022 in various education faculties of three public universities in Pakistan. The study population included a total of 482 students from the three universities, as illustrated in Figure 1. A quantitative method using a descriptive survey was employed in the research. With a confidence level of 95%, the study selected a sample of 219 university students from a total of 482 students using Yamane's formula. The data collected was quantitative and based on a 3-point Likert scale (agree, undecided, disagree) through a questionnaire consisting of 19 items. The questionnaire was developed with the help of a literature review. The researchers used the SPSS version-22 software for statistical analysis.

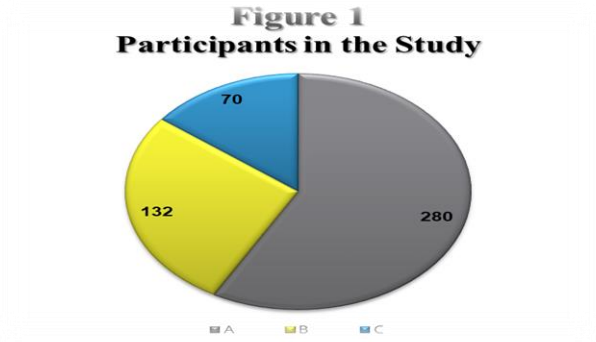

Figure 5

FINDING AND DISCUSSION

Research Question 1: What difficulties do students encounter when utilizing blended learning at the University level in Pakistan?

Most of the surveyed students encountered difficulties when using blended learning in universities. According to Table 1, a large proportion of the participants agreed that they faced

various challenges while using blended learning, such as: 83% felt a lack of motivation, 91% felt a lack of technical support, 93% felt that there was a lack of institutional policies, and 67% felt that they had a lack of time. However, 72% agreed that a lack of skills was a barrier to using blended learning.

Challenges	Agree	Disagree
Lack of Skills	72%	28%
Lack of Time	67%	33%
Lack of Institutional Policies	93%	7%
Lack of Technical Support	91%	9%
Lack of Motivation	83%	17%

Table 1

DISCUSSION

Blended learning is an increasingly popular and cost-effective method of education that students favor over traditional methods due to their familiarity and frequent use of modern gadgets such as smartphones, tablets, and laptops. Social media platforms such as blogs and Facebook have contributed to this trend. Blended learning has a great potential for student learning and engagement. Students find blended learning assignments to be interesting and enjoyable, particularly when using social networking sites like WhatsApp, Facebook, discussion forums, and blogs. This often leads to increased student motivation and time spent on academic work compared to traditional methods. Universities are actively promoting blended learning, as it provides numerous benefits for both instructors and students.

In the study, it was found that blended learning has a positive impact on students' confidence and self-reliance. They develop problem-solving skills while completing their academic tasks and assignments on their own, without relying on constant guidance. Additionally, they have access to a wide range of reading materials, which helps them to comprehend complex concepts quickly. Blended learning also reduces the practice of spoon-feeding. Shy and less confident students also benefit from the blended learning model as they can interact with their teachers and peers through technological means, and they can easily discuss their learning difficulties and concerns with them without any face-to-face contact.

The blended learning approach created a new framework for cooperation among peers and between students and teachers. According to the study, blended learning not only offers students an excellent opportunity for daily learning but also motivates and inspires them to continue their education because they gain a great deal of confidence and enthusiasm to learn more. However, the study also identified some negative aspects of blended learning. Participants acknowledged that blended learning is a time-consuming process that requires special arrangements and supportive environments.

Blended learning was positively perceived by students as they encountered few obstacles while using modern technology for learning. Additionally, it was observed that students of all academic levels, including both fast and slow learners, demonstrated a keen interest in learning all subjects through blended mode. However, the research also identified that students face several challenges in our educational system while learning through blended mode. The most common obstacle was the absence of institutional policies for integrating technology. Other difficulties encountered by students in adopting modern technology for learning included a lack of time, skills, training, logistical support, technical support, qualified staff, power outages, and insufficient resources.

RECOMMENDATION

Research Question 2: What recommendations can be utilizing for blended learning at the University level in Pakistan?

Recommendation 1: It is recommended that universities implement a blended learning approach by introducing their Learning Management Software (LMS).
Recommendation 2: Institutional policies must be established to enforce the usage of blended learning by both teachers and students.
Recommendation 3: Each university should procure licensed software, high-speed servers, and high-bandwidth internet and make them available to students and teachers free of charge for seamless blended learning.
Recommendation 4: Technical and logistical assistance should be provided to facilitate the effective use of blended learning. Teacher education institutions must introduce courses to equip teachers with the necessary technological skills, such as Open Educational Resources (OER), Virtual Reality, Artificial Intelligence (AI), and Block Chain, which are commonly used in developed countries.
Recommendation 5: Continual training and sequential workshops should be conducted to enhance teachers' digital teaching skills.
Recommendation 6: To motivate students to utilize blended learning, strategies such as conducting Online Tests, Quizzes, or Assignments should be implemented.

CONCLUSION

The research discovered that Pakistani university students have a favorable outlook towards blended learning. A majority of the students believe that blended learning has the potential to enhance their learning experience. They found that assignments are more enjoyable and interesting and that academic achievements are improved when blended learning is utilized. Blended learning also improves efficiency in carrying out academic tasks and facilitates better comprehension of complex concepts. It increases learners' self-confidence and enables peer-group discussions. Blended learning provides shy students with an opportunity to interact digitally with their teachers and peers. However, the study identified several barriers that university students encounter when using blended learning, including the lack of institutional policies for technology integration, insufficient resources, inadequate skills, slow internet, and insufficient technical support. In conclusion, there is still much work to be done to establish a robust blended learning system in Pakistani universities that can compare with those of developed countries.

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Study the Performance Measures of the Supply Chain for Industry 4.0.

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ABSTRACT

Industries that go digital could monitor every aspect of their supply chain in real-time, including determining the exact location of the product. Modern inventory tracking systems enable it to be simple for managers to monitor inventory by integrating updates from supplier networks using internet base applications. Supply chain performance is determined using several kinds of performance perspectives but this research paper utilized three performance perspectives namely operational performance perspectives, environmental perspectives, and economic perspectives. Supply chain performance indicators offer an estimate of the productivity of the supply chain system. Understanding the supply chain more effectively and increasing its overall performance can be improved by measuring its performance. The main purpose of this research is to investigate the various supply chain performance measures for Industry 4.0. This research study adopted secondary data that includes published academic research papers, peer review journals, press releases, and websites about supply chain performance measures and the many elements that influence the adoption of Industry 4.0 in general. According to a review of the literature, measures, and metrics of supply chain performance measurement have been analyzed and a structure with an innovative perspective on how supply chain procedures could be measured is offered. This research provides a cross-organizational performance measuring approach from a system perspective to help performance improvement in supply chain management. This study revealed that organizations that carry out collaborative activities with vendors and consumers are able to develop organizational capacity, which ought to spill over into boosted operational performance such as price and quality. Manufacturing resources and expertise should be allocated to the advancement of competitive targets, as obtaining a competitive advantage.

Keywords: Supply Chain Performance Measures, Industry 4.0, Operational Performance Perspectives, Environmental Perspectives, and Economic Perspectives.

INTRODUCTION

Throughout the past decades, logistics has transformed from an entirely operational department that according to sales or manufacturing and concentrated on maintaining the supply of the manufacturing facilities (Sun, Xiaochen and Li, Xiang, 2014). It provides faster delivery to customers, through a distinct management of supply chains function which is presently managed by an executive in the supply chain in some companies. The supply chain administration operates effectively emphasis is shifting to advanced processes for planning, especially quantitative demand planning (Katsaliaki, K et al., 2022). Industry 4.0 causes change and encourages organizations to think again about their methods to develop their supply networks. A number of technologies have come into existence with the aim of causing disruption in traditional methods of execution (Ghadge et al., 2020). Furthermore, major developments and client demands alter the dynamics of the competition. According to Toorajipour, Reza et al. 2020) Aside compared to the requirement to adjust, supply chains possess the potential to move forward to a greater degree of efficiency and effectiveness, take advantage of emerging technologically advanced models of operation, and modify the company into a digital supply chain.

Industries that go digital have the ability to monitor every aspect of their supply chain in real time, including determining the exact location of the product. Modern inventory tracking systems enable it to be simple for managers to monitor inventory by integrating updates from supplier networks using Internet of Things information. This improves the accuracy of orders and estimated arrival time, inventory optimization, and cost reductions (Xie, Y., Yin, Y., Xue, W., Shi, H., & Chong, D. 2020). International supply chains may consist of numerous partners operating throughout the context of a business's supply chain network. It becomes essential to ensure complete visibility and real-time tracking of assets, any deficiencies in the management of supply chain risks could result in supply chain disturbances, reduced revenue, and higher. Industries understand the necessity of keeping track of and comprehending their business performance in order to remain competitive in an environment that is continually shifting. Measuring has been determined to be an essential aspect of boosting corporate performance (expenses (Dolgui, A., & Ivanov, D. 2022).

Supply chain performance is determined using several kinds of performance perspectives (Ramezankhani, M. J., Torabi, S. A., & Vahidi, F. 2018). Operational performance perspectives (Manzoor, U., Baig, S. A., Hashim, M., Sami, A., Rehman, H. U., & Sajjad, I, 2022), environmental perspectives (Sawe, F. B., Kumar, A., Garza-Reyes, J. A., & Agrawal, R. 2021) and economic perspective (Adhikari, A., & Bisi, A. 2020) are numerous instances of supply chain performance measures. According to Govindan, Kannan & Shaw, Mahesh & Majumdar, Abhijit. (2020) The primary purpose of performance measurement utilized is on economic perspective, however, this has been rapidly changing to other than financial aspects. Business organizations are required to take advantage of supply chain resources and capabilities in order to provide goods and services to customers quicker and at lower rates, using appropriate capabilities, along with the most effective overall value. Performance metrics are important for the supply chain's performance. Companies can cease to exclusively focus on strengthening their own operation at the expense of the benefit of their vendor artists and consumers. Pejić

Bach, M., Klinčar, A., Aleksić, A., Rašić Jelavić, S., & Zeqiri, J. (2023) found that supply chain performance indicators offer an estimate for the productivity of the supply chain system. Understanding the supply chain more effectively and increasing its overall performance can be improved by measuring its performance.

Gurtu, A., & Johny, J. (2021) stated that performance measures and metrics are crucial for supply chain operations to be managed effectively, especially within an economy that is internationally competitive. Global operations, using outsourcing, supply chains , and online shopping are elements of the world's economy. The primary challenge facing administrators in the current business climate is in developing suitable productivity and supply chain performance metrics and measures that ensure that they are capable of making the most beneficial decisions for increased company competitiveness (Fan, X., & Zhang, S. 2016). In order for evaluating supply chain performance in an emerging business context, it is currently necessary to figure out whether conventional performance measures may be utilized and which of them should be provided importance (Santos, T. F. dos, & Leite, M. S. A. 2018). Some of the traditional indicators as well as measures could prove to be appropriate in the new environment, during which numerous activities are challenging to determine. The greater challenging problem in determining the value of things and metrics that is not financial in nature. However, measuring them is vital for the performance of businesses in this environment. Considering the importance of supply chain measurements this paper attempts to identify the main performance measures and indicators in supply chain and logistics operations for Industry 4.0.

THE OBJECTIVE OF STUDY-

The main purpose of this research is to investigate the various supply chain performance measures for Industry 4.0.

RESEARCH METHODOLOGY-

The results of this research study investigated the various supply chain performance measures that influence the adoption of Industry 4.0. This study relies on secondary data that includes published academic research papers, peer review journals, press releases, and websites about supply chain performance measures and the many elements that influence on the adoption of Industry 4.0 in general.

LITERATURE REVIEW-

Chauhan, C., & Singh, A. (2020) analyze the emergent issue of Industry 4.0 is analyzed in the framework of supply chain management and recommend important fields for additional investigation. A comprehensive evaluation of the literature on 334 types of research takes place. The publications were examined with particular emphasis on the area of examination, methods of study employed, the primary issues discussed, and the way the discussion developed throughout the years. According to the findings of the study, researchers have traditionally concentrated on theories and practices for digitized supply chain management, highlighted enablers and challenges, and examined Industry 4.0 at various levels, particularly at the

organization level. The majority of research examines manufacturing from the perspective of the primary company.

According to Govindan, K., Kannan, D., Jørgensen, T. & Nielsen, T. (2022), companies need a better comprehension of Industry 4.0's supply chain benefits and that also recommendations and technologies can focus on improving particular supply chain performance measures. This article offers a framework for trying to explore the were using of I4.0 technologies to recognize opportunities in supply chain performance measures based on the findings of the review through content analysis. This study has utilized case studies to justify the research methodology in circumstances such that existing researches are limited.

Sharma, V. et al. (2022) study the intermediary impact of industry 4.0 technology on supply chain management uses and supply chain performance measurements. A survey-based database was gathered from manufacturing companies throughout India, obtaining 361 fully filled-out responses. For the examination of data, the method of structural equation modelling was used. This research has several aspects. First, the results show that supply chain management impacts the adoption of Industry 4.0 technology. Furthermore, the findings demonstrated that industry 4.0 technologies had a considerable positive impact on supply chain performance measurements. The links between supply chain management and supply chain performance measures were mediated by Industry 4.0 technology. In addition, the findings reveal crucial insights into identifying the fundamental processes involved in successfully implementing and effectively employing industry 4.0 technologies.

Mastos, T. D. et al. (2021) stated that organizations that were seeking to eliminate the negative environmental and social consequences resulting from their supply networks had started using sustainable supply chain management activities. Using the context of this structure, the supply chain literature adopted a circular methodology. Innovative circular economy models and remedies, supported by industry 4.0 technology, were designed to transform recyclable materials into new products with distinct applications. The objective of this paper is to add to the existing current research by offering real-world proof of how Industry 4.0 and the circular economy are implemented. In this research, a business 4.0 waste-to-energy strategy was built and tested in a pilot case study by employing an everyday supply chain for the purpose to determine the sustainability effectiveness of continuous supply chain management. The results indicate that implementing Industry 4.0 technology to transform supply chains for the new circular economy might allow circular supply chain management. The numerous advantages of the recommended system were a direct connection with the six circular economy features namely regenerate, share, optimize, loop, virtualize, and exchange. Several of the primary benefits found involve improved accessibility of staff and transportation resources, although supply chain traceability through the complete transparency and automation provided by the system.

Frederico, G. F. et al. (2021) provide a theoretical foundation for performance measurement in supply chains for Industry 4.0 utilizing the balanced scorecard. This study combines performance measures literature, particularly balanced scorecard literature, with supply chain aspects literature in the context of Industry 4.0. Measurements gathered from the literature on supply chains in the framework of Industry 4.0 indicated are closely consistent with each of the

four perspectives of the balanced scorecard, which renders it suitable to be implemented as a performance measurement system for supply chains in this fresh setting. From the perspective of theory, this study extends to the lack of research on performance measures for supply chains in Industry 4.0. The paper indicated a supply chain 4.0 Scorecard and strongly recommends more empirical studies in order to gain a greater comprehension of performance measures in supply chains in the context of the industry 4.0 era.

Xie, Y. et al. (2020) pointed out that an automated supply chain based on Industry 4.0 has gotten a lot of attention from researchers; however, investigations on performance measurement indicators of intelligent supply chains have remained restricted. In order to fill that gap, this paper begins by examining the impact of Industry 4.0 on supply chain management. The research offers a performance-measuring metric structure consisting of seven indicators after evaluating the critical components of an automated supply chain. This measurement structure improves the theoretical knowledge concerning supply chain evaluation of performance and offers a practical approach to strengthen the efficiency and effectiveness of digital supply chain management.

THE PERFORMANCE MEASURES OF THE SUPPLY CHAIN FOR INDUSTRY 4.0

Supply chain and industrial logistical processes are essential components of several both professional and private activities in modern life and they are critically important for the advancement of the world (Ivanov, D., Tsipoulanidis, A., & Schönberger, J. 2021). Due to the swiftness of transformation in numerous industries and in economic, financial, social, and technological factors, supply chains remain constantly shifting and developing. Industry 4.0 comprises an extensive variety of technologies and concepts (Götz, M. 2019). Organizations are able to identify areas for improvement and develop strategies that will enhance their overall performance by tracking these measures. In order to meet management expectations while being competitive, the supply chain must evolve to be more adaptable, flexible, and sustainable (Raj, A., Mukherjee, A. A., de Sousa Jabbour, A. B. L., & Srivastava, S. K. 2022). Sun, Xu & Yu, Hao & Solvang, Wei (2021) found that several supply chain practices have been developed and utilized, including distinct supply chain strategies and practices such as lean, adaptable, green, flexible, sustainable, industry 4.0, and digital supply chain management.

1. Operational performance measures of the supply chain for industry 4.0

The main elements of operational performance measures of the supply chain for Industry 4.0 are cost, time, quality, customer satisfaction, flexibility, inventory levels, and delivery (Leończuk, Dorota. 2016). The strategic variables in which an organization determines competing are collectively referred to as operational performance. Manufacturing resources and expertise should be allocated to the advancement of competitive targets, as obtaining competitive advantage requires the successful implementation of competitive objectives into strategic strengths (Hosseini, A., Soltani, S., & Mehdizadeh, M. 2018). Organizations that carry out collaborative activities with vendors and consumers can develop organizational capacities, which ought to spill over into boosted operational performance, such as price and quality (Chauhan, C., Kaur, P., Arrawatia, R., Ractham, P., & Dhir, A., 2022). Furthermore, it has been

pointed out that supply-chain management activities implemented alone are insufficient to contribute to the effective implementation of the entire supply-chain process, and that sustainability is achievable only through the interplay of various supply-chain management activities done simultaneously (de Haan-Hoek, J., Lambrechts, W., Semeijn, J., & Caniels, M. C. 2020). In order to meet customer demand, businesses should include environmental considerations in both product and process design. With customers, supply chain management assists enterprises in integrating technical organizational advancements, resulting in concurrent gains in operational performance (Ardito, L., Petruzzelli, A. M., Panniello, U., & Garavelli, A. C. 2018). Environmental engagement with consumers typically yields cost, quality, flexibility, and delivery benefits (Chavez, R., Yu, W., Feng, M., & Wiengarten, F. 2016).

2. Economic performance measures of the supply chain for industry 4.0

According to Kumar, P., Singh, R. K., & Kumar, V. (2021) cost, efficiency, environmental cost, and revenues are the most important economic performance measures of the supply chain for Industry 4.0. Rahiminezhad Galankashi, Masoud & mokhatab rafiei, Farimah. (2021) found that economic performance measurement is a basic requirement for a company's success. Many businesses have created various financial statements and reporting methods to evaluate their supply chain performance. However, these efforts appear to be insufficient. Economic performance measurement is associated with a variety of words and criteria. An economic view of a supply chain seeks to confirm whether a supply chain is competitive in meeting the needs of customers (Geng, R., Mansouri, S. A., & Aktas, E. 2017). Similarly, economic indicators determine profitability and growth rates for all supply chain companies. Economic performance measurement is important for an organization. In addition, adopting a proper performance-determining strategy leads to improved economic performance (Govindan, K., Rajeev, A., Padhi, S. S., & Pati, R. K. 2020). It has been recognized that the functioning of the supply chain of an organization has an important influence on its economic performance. Saberi, S., Kouhizadeh, M., Sarkis, J., & Shen, L. (2019) pointed out that supply chain financial managers experience a number of issues. These challenges comprise the adoption of technologies, approaches, and solutions to improve the financial result. According to Rahiminezhad Galankashi, M., & Mokhatab Rafiei, F. (2022) supply chain management economic performance measures are divided into two categories: market-based and accounting-based. Accounting-based economic metrics include return on assets, return on value-added, cost of goods sold, economic value added, cash flow margin, and total economic indicators. Sharpe ratio and anomalous stock returns are market-based economic indicators.

3. Environmental performance measures of the supply chain for Industry 4.0

Khan, S. A. R., Razzaq, A., Yu, Z., & Miller, S. (2021) stated that emissions, Business wastage, and green image are the crucial environmental performance measures of the supply chain for Industry 4.0. Environmental management has become an increasingly significant issue in supply chain management (Rupa, Rasheda & Mohammad Saif, Abu Naser. 2021). Jermsittiparsert, K., Siriattakul, P., & Wattanapongphasuk, S. (2019) found that green and

sustainable supply chain management has emerged as an operational strategy that assists organizations and their business associates to meet their financial objectives and revenue objectives by cutting environmental risk and consequences while enhancing ecological efficiency. Growing community and environmentally aware consumer pressure led to stringent regulations pertaining to the environment, such as the waste of electrical and electronic Equipment. The constraints compel manufacturers to include environmental considerations in their business processes (Yue, B., Sheng, G., She, S., & Xu, J. 2020). Furthermore, every business may be held responsible for its suppliers' environmental and social performance in global supply chains.

Moshood, T. D., Nawanir, G., Mahmud, F., Sorooshian, S., & Adeleke, A. Q. (2021) staed that it enhances the capability of the various supply chains levels to coordinate activities and activity in order to adapt to changes in the needs of customers. As a result, it boosts customer satisfaction while reducing organizations' waste, environmental costs, and supply chain costs. Environmental collaboration necessitates that the organization that purchases items devote certain funds to establishing shared initiatives that deal with environmental issues in the supply chain, probably collecting the additional benefits that may arise from these working relationships in order to reduce environmental impact (Sarkis, J., Zhu, Q., & Lai, K. H. 2011). Although purchasing of green materials involves a cost, it can provide a financial advantage by decreasing disposal and responsibility expenses while enhancing the preservation of resources and the organization's reputation among the customers. Implementing green purchasing practices saves waste and environmental expenses. This can be performed by controlling and eliminating waste after it has been developed (Carrete, L., Castaño, R., Felix, R., Centeno, E., & González, E. 2012). This green practice is additionally incorporated into lean practices enabling the elimination of waste or non-value-adding operations throughout the supply chain. As a consequence, in addition to assisting in reducing environmental expenses, it additionally minimizes businesses waste and supports efficiency improvements in the supply chain process and cost reduction. This decreases the costs of eliminating and removing hazardous and toxic items while also limiting company waste (Carvalho, H., Azevedo, S., & Cruz-Machado, V. I. 2014).

CONCLUSION-

All of the conceptualizations have been adopted into significant aspects of the development of both physical and digital supply chain management. Through process integration, digitalization and automation, and the implementation of new analytical capabilities, technologies enable significant performance increases within particular supply chain operations such as acquisition, manufacturing, inventory management, and retailing (MacCarthy, B. L., & Ivanov, D. 2022). Inventory turnover, completion of orders time, and shipment performance are three common measures of supply chain performance (Praharsi, Y., Jami'in, M. A., Suhardjito, G., Reong, S., & Wee, H. M. 2022).

The relevance of measuring business supply chain performance has been highlighted in this research. According to a review of the literature, measures, and metrics of supply chain performance measurement have been analyzed and a structure with an innovative perspective

on how supply chain procedures could be measured is offered. This study examines existing supply chain management performance assessment, particularly in the context of Industry 4.0. This research provides a cross-organizational performance measuring approach from a system perspective to help performance improvement in supply chain management. This study revealed that organizations that carry out collaborative activities with vendors and consumers are able to develop organizational capacity, which ought to spill over into boosted operational performance such as price and quality. Manufacturing resources and expertise should be allocated to the advancement of competitive targets, as obtaining a competitive advantage. Green and sustainable supply chain management has emerged as an operational strategy that assists organizations and their business associates to meet their financial objectives and revenue objectives by cutting environmental risks and consequences while enhancing ecological efficiency.

Further research is needed to determine the framework's applicability in additional sectors. Furthermore, educational research and practitioner-driven initiatives required innovative thinking to discover new measures that assess the overall performance of the supply chain as well as the achievements of each organization that is a part of the supply chain.

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Fiscal Policy and Impact of Taxes on The Economy - The Case of Kosovo and The Countries of The Western Balkans

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ABSTRACT

Fiscal policy as an instrument of economic policy in post-war Kosovo, built under specific conditions, includes the implementation of modern concepts of taxation, since the tax system during its gradual construction has been harmonized with the rules of the European Union. In the process of formulating fiscal policy, policy makers define the objectives they aim to achieve and the fiscal instruments by which the objectives are made feasible. Since the post-war period, during the transition period oriented towards the market economy, among other things, Kosovo has given importance to the construction of the tax system and the process of its reformation. Tax reforms aim to improve the economic environment and usually include steps that simplify the tax system. In the framework of the fiscal policy and taxes applied in Kosovo, we can say that despite the results achieved mainly of a fiscal nature, the steps taken through fiscal reforms were not sufficient in the race to create a favorable environment for business. From the economic point of view, the tax system has been mainly characterized by the fiscal character on the one hand, while on the other hand, the unfavorable structure of tax collection continues to remain.
Through this study, we aim for the given conclusions and recommendations to be taken into consideration and serve actors in the field of public finance.

Keywords: Fiscal Policy, Tax Reform, Tax System, Economic Environment.

1. Introduction

This paper deals with the fiscal policy, reflecting the tax reform undertaken over the years in the Republic of Kosovo. The purpose of the study is the fiscal reform and its effects, from this point of view the main objective is to analyze the applied taxes and their impact on the economy. Fiscal policy as an instrument of economic policy in post-war Kosovo, built under specific conditions, includes the implementation of modern tax concepts, as the tax system during its gradual construction has been harmonized with the rules of the European Union. The paper presents a theoretical overview of the impact of taxes on the economy, changes and reforms over the years and their impact on economic processes in Kosovo, as well as conclusions, recommendations and references, which are presented at the end of the paper.

2. Literature Review

After the war, Kosovo began to build public institutions with the support of international institutions and at the same time the fiscal system for financing public needs. Fiscal policy is government policy regarding spending and taxation (Boyes. William & Melvin. Michael, 2011). Fiscal policy represents the totality of methods and actions used by the government and its bodies, to find, collect and efficiently use the resources needed to complete its programs during a certain period of time. Fiscal policy is about the use of government spending and tax policy to achieve certain economic and social goals (Mancelari. Ahmet, Sulo. Haderi, Kule. Dhori, Qiriçi. Stefan, 2007). Fiscal policy consists of changes in government spending and/or taxes to achieve specific economic goals, such as low unemployment, price stability, and economic growth (Arnold, A. Roger, 2008).

The economy of Kosovo continues to face many problems after the war, such as: high unemployment, low rate of economic growth, negative trade balance. Undoubtedly, fiscal policy is considered an important instrument of economic policy, through which economic performance can be influenced. Through fiscal policy, the state can directly affect the economy. When a state decides to abort tax collection, transfers, goods and serviles it buys, deficit financing, in fact it engages in fiscal policy. Any change in the level of these instruments has a direct effect on the general economic course.

Despite the highlighted economic problems, the fiscal policy in Kosovo has been characterized by a one-dimensional feature with a main focus on the collection of budget revenues, leaving aside the creation of favorable operating conditions for the private sector. In other words, the fiscal policy applied so far in our country has given effects of a one-dimensional character, mainly fiscal as progressive results have been achieved over the years in terms of budget revenues, while on the other hand the results and orientation have been insufficient in terms of promoting economic activity and economic development of the country.

Kosovo has laid solid foundations and continues to build a simple tax system with the application of low tax rates. The fiscal system and policy can be viewed in two periods: (Berisha. Agim, 2022).

1. Fiscal system and policy based on UNMIK regulations, from 1999 to 2007, and
2. Fiscal system and policy after the declaration of Kosovo's Independence, based on the tax legislation approved by the Assembly of the Republic of Kosovo.

Until the declaration of Kosovo's Independence in 2008, the fiscal policy at this stage is handled according to UNMIK regulations. The initial period of building a new fiscal system naturally had its own path and difficulties of an institutional and legal nature. This period has been characterized by the construction of a completely new tax administration and the drafting of the legal framework for the implementation of fiscal instruments, being gradually perfected with

new fiscal instruments supported by a legal framework, always harmonized with that of the EU and raising institutional capacities in their practical implementation. In post-war Kosovo, a completely new tax administration was built, which, based on the legislation, has the task of administering every type of tax applied in Kosovo autonomously, except property tax which is administered at the local level. In other words, it remains the duty of the Tax Administration of Kosovo to continuously collect over time the highest revenues that are practical within the legislation in force.

The next phase, with the proclamation of the Independence of the Republic of Kosovo, included the fiscal system based on the laws approved by the Assembly of the Republic of Kosovo.

Undoubtedly, the construction of new institutions with adequate legislation took time, especially the construction of the fiscal system and policy, which includes two aspects:

1. Creation of budget revenues and
2. Promotion of economic development.

Kosovo, with a low level of development, has initially and continuously oriented the fiscal policy instruments to fill the state budget for financing public needs, thus preserving the fiscal character of the fiscal policy. From the economic point of view, the tax system has been mainly characterized by the fiscal character on the one hand, while on the other hand, the unfavorable structure of tax collection continues to remain. In Kosovo since the post-war period, budget revenues have been dominated by revenues collected from indirect (border) taxes, such as revenues from VAT, excise, customs taxes, compared to revenues collected within the country by the Tax Administration of Kosovo-ATK from personal income tax, corporate income tax and VAT. Politicians and the Government of Kosovo should pay attention by focusing on the transfer of taxes and the filling of budget revenues in the country and the removal of dependence on the collection of funds at the border. Undoubtedly, in order to achieve these goals, for taxes to be collected within the economy, in addition to taking time, institutional and economic capacity building is required.

3. Methods

For the finalization of this paper, the presented material has support including scientific literature, as well as reports and publications from the Ministry of Finance, Tax Administration where issues related to applied taxes are addressed, namely their impact and economic effect in Kosovo. The methodology of the study is based on a broad dimension in the review of theoretical and empirical literature. In order to achieve the main objective of this article, different sources of data were used, as well as analysis methods, comparative methods, etc.

4. Results

Fiscal policy is an important part of economic policy and includes the policy of securing budget revenues, the policy of budget expenditures and the policy of managing the state debt. In the process of formulating fiscal policy, policy makers determine the objectives they intend to achieve and the fiscal instruments with which those objectives become feasible. In the economy of different countries, regardless of their level of development, we can say that the peculiarity of the fiscal policy requires special care of the Government in the design and application of its instruments to achieve, in addition to the fiscal goals, also in providing the solutions required in the processes macroeconomic. Reforming the tax system is one of the most important segments of the socio-economic transition led by the aspiration to join the European Union. Tax reforms are aimed at improving the economic environment and usually include steps that simplify the tax system. Based on the Constitution of the Republic of Kosovo, "The administration of the fiscal policy at all levels of the government will be in accordance with the

conditions for low inflation and sustainable economic development and for the creation of jobs".

Being the only instrument of economic policies, the fiscal policy implemented so far in Kosovo, mainly of a fiscal nature, has resulted in the collection of revenues in order to meet public needs, but the preservation of the fiscal nature has resulted in the lack of orientation of fiscal policy, enough to support the private sector. When it is well known that Kosovo is faced with economic problems such as high unemployment, extreme poverty, low rate of economic growth, the negative trade balance that has followed the Kosovar economy since the last war, therefore, in these developmental conditions, the immediate need remains before the decision makers the introduction of active economic policies by orienting fiscal policy instruments to create favorable conditions for encouraging the private sector, which is considered the main generator of economic growth and employment generation.

Since the post-war, during the period of transition with orientation to the market economy, among others, Kosovo has paid attention to the construction of the tax system and the process of its reformation. It is worth noting that the tax system has continuously been exposed to the reformation process. Thus, in 2005 we have an advancement of the tax system of Kosovo, where the reform of the tax system consists in the fact that the prejudicial tax and the salary tax have been merged into the personal income tax, as well as the profit tax has been replaced with the income tax of corporations.

The tax reform of 2009 consists of changing the tax rates as follows:

- Personal income tax rates were reduced from 0% - 20% to 0% - 10%.
- The corporate income tax rate was reduced from 20% to 10%.
- The VAT rate has been raised from 15% to 16%.

Table-1:

Tax rates applied in the tax system in Kosovo until 2009

Personal Income Tax		Corporate Income Tax		Value Added Tax - VAT	
Tax rates until December 2008	Tax rates from January 2009	Tax rates until December 2008	Tax rates from January 2009	Tax rates until December 2008	Tax rates from January 2009
0%	0%	20%	10%	15%	16%
5%	4%				
10%	8%				
20%	10%				

Source: Ministry of Finance, Tax Administration of Kosovo.

Personal income tax is a progressive system, since until 2008 the tax rate was from 0% to 20%, while from January 2009 onwards the tax rates are from 0% to 10%. In the tax system in Kosovo, as part of the fiscal reforms applied from January 1, 2009, changes are made in the tax rates in personal income tax, going from tax rates of 0, 5, 10, 20% to tax rates of 0, 4, 8, 10%. In corporate income tax, the tax rate is changed from 20% to 10%, while in VAT, the tax rate is changed from 15% to 16%.

As part of the fiscal reform from September 1, 2015, tax changes are made separately in the VAT, where the reduced VAT rate is applied in addition to the standard VAT rate. Tax changes in VAT that began to be applied in Kosovo since September 2015, include the change in VAT rates as follows:

- VAT is charged at the standard rate of eighteen percent (18%).
- The reduced rate of VAT is calculated and paid of eight percent (8%) for the supply of goods and services, as well as their import.

Tax changes related to VAT include the reduction of the VAT rate on basic products and services from 16% to 8%, the increase of the VAT rate on other products and services from 16% to 18%, exemptions from VAT- here are some inputs and equipment and information technology as well as the reduction of the VAT threshold for businesses from 50,000 to 30,000 Euros.

Immediately after the war and continuing until 2009, the fiscal policy implemented in Kosovo can be said to have produced one-sided results, i.e. mainly of a fiscal nature. This is due to the fact that the fiscal reforms undertaken were within the framework of changing the tax rates, which in essence were not oriented towards the creation of a facilitating space for business operations.

The fiscal instruments applied in the first years of the construction of the fiscal system in Kosovo have been of a one-dimensional character, continuously maintaining the orientation in the provision of budget revenues, while partially in function of stimulating economic activity. The fiscal reform of 2009 represents the institutional initiative to create a favorable environment for businesses and investments. However, in the name of the fiscal reform of 2009 and 2015, changes are made in the level of tax rates and other fiscal facilities, which do not show any significant improvements in business activity and investments. Even in spite of the results achieved in the sphere of fiscal policy, there is still room for action in the framework of fiscal measures which should be in function of creating a favorable environment for business.

Within the framework of taxes applied in Kosovo, the tax rates are presented in the table below.

Table- 2

Tax rates in taxes applied in Kosovo

Type of tax	Turnover threshold (in Euros)	Tax rate (%)
Value added tax – VAT	**30,000.00**	**8 and 18**
Corporate Income Tax	**on 30,000.00**	**10**
Corporate Income Tax	under 30,000.00	
- Manufacturing, commercial and transport activities, etc.		3
-Servant activity		9
Personal Income Tax	**on 50,000.00**	
Annual income from 0-960		0
Annual income from 960-3,000		4
Annual income from 3,000-5,400		8
Annual income from 5,400 onwards		10
Payroll tax (monthly)		
Monthly income from 0-80		0
Monthly income from 80-250		4
Monthly income from 250-450		8
Monthly income from 450 onwards		10
Personal Income Tax:	**under 50,000.00**	
- Manufacturing, commercial and transport activities, etc.		3
-Servant activity.		9
Tax on rent, interest and property rights		10
Tax for special categories		3 or 1
Taxation for non-residents		5

Source: Ministry of Finance, Tax Administration of Kosovo.

The responsibility of the Tax Administration of Kosovo-ATK, as an Executive Agency with full autonomy, is to administer the implementation of any type of tax applied by tax legislation in the Republic of Kosovo. In other words, the fiscal reforms applied in Kosovo, in the sense of the movements in tax rates by creating a simple tax system, with low tax rates, expanding the tax base and maintaining macro-fiscal stability, are considered incomplete, since in the framework of fiscal reforms, there has been a lack of fiscal stimulus measures (fiscal reliefs and exemptions for a certain time) towards investments and economic activity. Taking into account the low rate of economic growth in Kosovo, the high rate of unemployment, the high trade deficit, it can be said that the fiscal policy implemented so far with a mainly fiscal character, has turned out to be a partial fiscal policy oriented has the private sector, therefore it is considered necessary to take fiscal policy measures in relation to economic problems. From the economic point of view, this line of orientation of the fiscal policy so far by the decision-makers in Kosovo represents the finding of "safe haven of collecting budget revenues at the border" that included two inverse dimensions among themselves: (Berisha. Agim, 2022).

- First, it is easier to collect budget revenues and
- Second, it hinders the growth of economic activity in the absence of alleviating fiscal measures.

The following table presents income taxes and consumption tax (VAT) in the countries of the region.

Table-3

Income tax and VAT in the countries of the region

United	Personal income tax (%)	Corporate income tax (%)	Value added tax (%)
Albania	0, 13, 23	5-15	20
Bosnia and Herzegovina	10	10	17
Bosnia and Herzegovina	10	10	5-18
Montenegro	9	9	7-17
Serbia	10, 15, 20	15	10-20
Kosovo	0, 4, 8, 10	10	8-18

Source: Taxes at a Glance

As for the taxes applied in the countries of the region, looking at the table we can conclude that, in the countries of the region in personal income tax and corporate income tax, the tax rates in these countries are almost the same with some exceptions in Serbia in personal income tax, the tax rate is 12-20%, while in Montenegro, in corporate income tax, the tax rate is 9%. As for the consumption tax (VAT), the countries of the region apply the reduced rate in addition to the general rate.

5. Conclusion

In the economy of different countries, regardless of their level of development, we can say that the peculiarity of the fiscal policy requires special care of the Government in the design and application of its instruments to achieve, in addition to the fiscal goals, also in providing the solutions required in the processes macroeconomic. The fiscal system in Kosovo since the war is, among other things, characterized by:

- The one-dimensional and linear character of fiscal instruments, especially the indirect taxes at the border remain fiscally oriented (filling the budget revenues) and to an insufficient extent towards the private sector.
- Incomplete fiscal reforms, mainly oriented towards the movement of tax rates, are considered insufficient in stimulating economic activity and investments, while on the other hand, they have resulted in providing a slight effect in terms of expanding the tax

base and mainly in maintaining budget revenues.

- The lack of fiscal stimulus measures (tax exemptions-holidays for a certain period) to the economic activity in certain sectors, are considered one of the flaws that have followed the fiscal policy in Kosovo so far.

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Effect of Activity-Based Teaching Methodology on Academic Performance of Slow Learners at Primary Level

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ABSTRACT

The primary goal of the study was to examine the effect of an activity-based teaching methodology on the academic performance of slow learners at the primary level. This study used a quasi-experimental design. Multan's Government Institute for Slow Learners was the focus of the study. The experimental group of the Government Institute for Slow Learners Multan had a sample size of 18 slow learners (14 males and 4 females). Study participants came from a diverse range of socioeconomic backgrounds. All of the participants in the study are grouped together for the 2019-20 school year in class 1st (Slow Learners). The first day of this study was dedicated to conducting a pre-test to assess the academic performance of students. The researchers and a teaching assistant administered the test. An intervention plan was devised and implemented for 22 days. The students' academic performance was evaluated at the end of the study by conducting a Post Test on the final day. Before and after test results were compared to determine the impact of activity-based teaching methodology on the performance of slow learners at the conclusion of the research. The percentage, mean, and one sample t tests were used to analyze the data. The results revealed that students learned better through activity-based teaching methodology than traditional methods of teaching. Therefore, activity-based teaching methodology may be implemented in slow learners' institutes

Keywords: Activity-Based Teaching Methodology, Students Performance, Slow Learners

Introduction

Any action of an individual which complete a specific goal is called an activity. All elements of an action accomplished in specific backgrounds at large range of conditions (Su, 2017). Ravi & Xaviera, (2007) outlined activity based methodology as the method of learning within which students physically and mentally explore subject by simulation of the work atmosphere, manipulation of tools and materials related to the planet of labor, or performance of a piece task. This learning technique includes the required activities in terms of information, angle and skill.

Shah and Rahat (2014) are of the point of view that students can learn better through their own experiences and develop their creative thinking. Activity based teaching assist students in constructing knowledge. The interaction among the students is an important factor for achievement of learning outcomes. Interactional resources are proved very helpful to students due to the easy approachable for them. Therefore interaction among the students is the basic need for ABL.

Activity based learning (ABL) methodology may be a learning method within which student's are concerned for the training purpose.ABL methodology is totally different from ancient methodology of teaching on two points, an active role of scholars and collaboration among students (Prince, 2004).

Vygotsky's Zone of proximal development theory (1978), addresses the issue of moderate students. Slow students' own activity is now and then discouraging and that they need to encourage from others. In comprehensive air working and collaborating with a ton of competent people, for instance, in class room cooperation with the Math's instructor, they get an opportunity of creating natural aptitudes through investigation of their possibilities and knowledge (Reddy and Ramar, 2006). In comprehensive training, students can gain proficiency with each aptitude with exceptional instructive needs in customary instructive locales (United Nations, 2003). The Dakar framework for action expresses that inclusive instruction is typically or precisely identified with an ordinary commitment of learners with described, for example, uncommon learning prerequisites (UNESCO, 2000).

Activity-based Teaching (ABT) for the most part educating will energize a positive move of students' job, from latent to dynamic students. Additionally, it will create mental element, flectional and body process areas simultaneously, allowing learners to accomplish higher-request execution. On prime of that, it will cultivate a profound way to deal with picking up, during which learners read learning as a strategy for conceptualizing thoughts or realities (which means direction). Ideal learning happens once there's partner environment that is tributary to dynamic learning. This case agrees well with Petra expressing that "for educating to be viable, learning should occur" (Petra, 2014).

Activity based mostly learning because the learning method within which student is thirstily engaged in doing or in seeing one thing done. Additionally they explained that activity based mostly teaching methodology frequently involves the employment of artful materials. An assortment of exercises structured dependent on social constructivist standards had reenacted the premium and contribution in the learning procedure with the positive result of seeing understudies effectively partaking in the development of their own insight rather than huge uninvolved audience members. Toward the end both instructor and understudies picked up some of accomplishment and regulation. More profound comprehension of the theme and educated relational abilities were created. Action based methods something "hand on it", the exercises fused in learning ideas demonstrated to be successful devices in a study hall condition. In this investigation we use assortment of exercises that strengthened introduction, group building aptitudes during a bunch action in the learning ideas. In study hall atmosphere the

understudies took an interest with energy also, even added to new exercises, along these lines adding shimmer and vivacity to the learning air (Suydam et al., 1977).

Learning experiences supported reality activities facilities learners for the transmission of information of data of information into their personal knowledge for the applying in reality. Presumably the best ways to deal with fathom something is to get ones hands on it and in actuality investigate various roads in regards to it. In present world, there is a prerequisite for a change in our strategy for training and learning. This activity based teaching gives clear yet exceptional to a reasonable investigation corridor instructing. It moreover exploits a wellspring of imperativeness and uplifting demeanor that would enable understudies to create and administer change. It outfits understudies with desire in taking care of conventional issue by using their own one of a kind resources. Consequently it is in like manner a particularly profitable gadget in improving the present conditions in the open field (Edward, 2001).

Sugandi et al. (2017) of the view that there was a major differentiation in learner achievement between the groups of researchers instructed abuse the ABL philosophy which of researchers taught abuse the standard procedure. The gathering of learners got the hang of utilizing the ABL technique had the most elevated accomplishment. The scientist further added that the usage of ABL could realize improvement in student accomplishment.

Amuthavalli and Sivakumar (2014) delineated that a spread of activities designed supported social creative person principles had simulated the interest and involvement within the learning method with the positive outcome of setting students actively taking part within the construction of their own information instead of huge passive listeners. At the top each other and students gained a number of accomplishment and containment. Deep understanding of the subject wise social skills was developed.

However, on the base of the studies (Sugandi et al., 2017; Amuthavalli and Sivakumar, 2014) it may be concluded that there is significant role of activity-based teaching methodology in students' learning. After reviewing related literature, researcher found that there is no any study which is conducted to investigate the effect of activity based teaching methodology on academic performance of slow learners at primary level in government institutes for slow learners in Pakistan. Therefore, it is important to find out the effect of activity based teaching methodology on academic performance of slow learners at primary level in government institutes for slow learners. Therefore, this study was undertaken to investigate the effect of activity based teaching methodology on academic performance of the slow learners at primary level.

Problem Statement

The aim of this study was to ascertain the effect of activity-based teaching methodology on academic performance of slow learners at primary level.

Objectives of the study

The objectives of the study were

1. To analyze the effect of activity-based teaching methodology on the performance of the slow learners at primary school level.
2. To compare the effect of activity-based teaching methodology on the academic performance of the slow learners among English and Mathematics subjects.

Hypothesis

The study tested the following null hypothesis.

$H_0$1: There is no significant effect of activity based teaching methodology on academic performance of the slow learners at primary level.

$H_0$2: There is no significant difference of the effect of activity based teaching methodology on academic performance of the slow learners between the subjects of English and Mathematics.

Research Procedure

Slow learners in primary school benefit from activity-based teaching methods, which is why this study is being conducted. As a result, this research utilized a "Quasi-experimental" research design. For the purpose of assessing whether an activity-based teaching strategy improves the academic performance of slow primary school students, the researcher used a pretest and a posttest. Multan's Government Institute for Slow Learners is where this experiment is taking place. For 22 days, the researchers conducted an experiment on a class of slow learners. There were 18 students in the experimental group at Multan's Government Institute for slow learners (14 male and 4 female). There were a wide range of socioeconomic backgrounds represented among the students who were sampled, and none of them were enrolled in a tuition program. Every student had the right to have a slow learner in their classroom. All of the students involved in the study are assigned to a single class for the 2019-20 school years as "slow learners," according to school records.

Instrumentation

Student academic performance was evaluated with a pretest (personally structured and validated by experts) on the very first day of this study. The researcher and a teaching assistant administered the test. Pre- and post-assessment sheets were used to record the results, which was used for remedial and general instruction. The content of both the English and mathematics portions of the test is comprehensive. The students' academic performance was evaluated at the end of the study by conducting a Post Test (Personally structured and validated by experts) on the final day. Pre and post-test results were compared at the conclusion of the research to determine whether the Activity-Based teaching approach had any impact.

Intervention

The researcher devised a series of activities that were used to teach the intervention lessons to the entire class. Suitable measures were taken to ensure that all of the students (n=18) were present in order to control the number of students who were absent. Twenty two (22) days of one-hour-a-day tutoring sessions were held during school hours. The researcher was assisted by an assistant teacher (Primary Educator with at least six years of teaching experience) in the implementation of the intervention program. Assistant teachers received preliminary training on the program before the start of the remedial program, which included evidence of the program, an outline of the lesson, and evidence of procedures for instruction in direction and strategy. The intervention program was explained in detail to the assistant teacher. Direct (explicit) and systematic remediation of the English subject was the primary focus of the remedial plan, which was implemented throughout the school day.

The slow learners' intervention lessons were taught using an activity-based teaching approach. To resolve the issue, the researcher taught the lessons with the assistance of an assistant teacher. During 22 days of school, the intervention plan was successfully implemented. The researcher was tasked with coming up with a slow learner-specific intervention strategy based on the curriculum provided. After the preliminary procedure was

established, a 22-day process was put into place. A schedule was devised to ensure a smooth rollout to the experimental cohort. A pre-test and post-test procedure was carried out to ensure that there was no ambiguity in the process. As an added measure of quality control, the intervention strategy was shared with educators who specialize in classroom instruction. This review and piloting process removed any limitations or errors that were discovered before the processes and procedures were delivered to the experimental group. Appendices include the final intervention plan and the schedule for each lesson.

Researchers and assistant teachers planned and followed a comprehensive understanding of the desired skills and information that assisted them in teaching students who were unable to keep up with their peers. As an assistant teacher or researcher, you set up and determine key vocabulary that supports the layer system, and then you create an explicit name or word that incorporates multiple meanings. Slow learners were able to get their ideas out of their heads because the final set-up was so flexible. The following steps were taken in order to carry out the intervention. Students were first introduced to the research topic by the researcher and an assistant teacher. Math and English concepts were taught to the experimental group through a series of designed activities. Researchers also restricted their research to the study of English and Mathematics. An investigation into the following aspects of the languages of English and Mathematics was carried out:

English

1. Recognition of small alphabets a-z
2. Recognition of capital alphabets
3. The concept of Sky, Grass, and Root letters.
4. Color name
5. Matching the alphabets with objects
6. Matching small and capital letters
7. Spellings
8. Book reading

Mathematics

1. Counting 1-50 (Digits)
2. Sequence of numbers
3. Greater numbers
4. Smaller numbers
5. Increasing order
6. Decreasing order
7. Addition
8. Subtraction
9.

Implementation of Intervention Plan

ACTIVITY # 1 Recognition of alphabets small a to z

In this activity, the small letter were placed on the chart and asked the student to choose the respective letters.

ACTIVITY #2 Recognition of alphabets capital A to Z

In this activity, teacher spread the foaming alphabetic on the table and asked the students to recognize the letters. It enhances the ability of recognition of capital alphabets.

ACTIVITY # 3 The concept of sky, grass, and root letter

In this activity students learn easily the concept of sky, grass and root letters. Teacher asked the students to place the letter in the relevant lines.

ACTIVITY #4 Color names

In this activity the students choose the first alphabet to the relevant object.
ACTIVITY #5. Matching the alphabets with objects
In this activity the child choose the first alphabet to the relevant object.
ACTIVITY#6 Matching small and capital alphabets
In this activity teachers spread the alphabets both capital and small and asked the students to match the capital letter with relevant small letter.
ACTIVITY #7 Spellings
In this activity students learn the spelling and it will help the child in preparing the dictation words.
ACTIVITY # 8 Reading
In this activity students read the book.

Mathematics
ACTIVITY#1 Counting 1-50
In this activity student learn the counting 1-50 with the help of chart.
ACTIVITY#2 Sequence of numbers
In this activity sketch of the train on the thermal sheet is used which is attractive for the students to understand the idea of sequence of numbers.
ACTIVITY#3 Greater numbers
In this activity flash cards were place on the table and student choose the greater number by put the ring on the right number.
Activity 4. Smaller Number
In this activity students place the ring on the smaller number.
ACTIVITY#5 Increasing order
Stair model is attractive for the student to understand the concept of increasing numbers.
Activity 6 Decreasing order
Stair model is attractive for the student to understand the concept of decreasing numbers.
ACTIVITY#7 Additions
In this activity students learn addition with the help of flow charts.
ACTIVITY#8 Subtractions
In this activity student learn about the right number in the right place.

Results
One Sample t. test was applied to compare the results of Pretest and Posttest of Mathematics and English.
Table1
Difference between Total score of Pre Test and Post Test of English

	N	Mean	*t*	Df	Sig. (2-tailed)
Total Pre Test Eng	18	21.89	37.96	17	.000
Total Post Test Eng	18	39.17	72.83	17	.000

*Significance Level **P ≤ .05*

Table 1 shows that there is a statistically significant difference (Sig. .000 & Mean difference= 17.28) between the scores on the pre-test and the scores on the post-test of English after the intervention was implemented. The difference in t-value (34.87) also strongly supports the claim that students' performance in English improves as a result of using an activity-based teaching methodology.

Table 2
Difference between Total score of Pre Test and Post Test of Math

	N	Mean	*t*	Df	Sig. (2-tailed)
T Pre Test Math	18	20.62	40.76	17	.000
T Post Test Math	18	42.17	64.09	17	.000

*Significance Level **P ≤ .05*

It is shown in the preceding table 2 that there is a statistically significant difference (.000) between the scores on the pre-test and post-test of Mathematics after intervention. The difference in t-value (23.33) also lends strong support to the claim that students' mathematics performance improves when they are taught using an activity-based methodology.

Table 3
Difference between Total Score of Pre Test English and Pre Test of Math

	N	Mean	*t*	Df	Sig. (2-tailed)
Total Pre Test Eng	18	32.77	36.47	18	.000
Total Pre Test Math	18	39.55	42.23	18	.000

*Significance Level **P ≤ .05*

A statistically significant difference (Mean difference=6.78) exists between the total scores of the posttests in English and Mathematics, as shown in table 3. It is fact that there is a statistically significant difference (.00) between English and Mathematics.

Table 4
Difference between Total Score of Post Test English and Post Test Mathematics

	N	Mean	*t*	Df	Sig. (2-tailed)
Total Post Test Eng	18	74.21	2.117	18	.048
Total Post Test Math	18	79.89	2.117	18	.048

*Significance Level **P ≤ .05*

Table 4 depicts that a statistically significant difference (.004) exists between the total scores of the post-test of English and Mathematics.

Discussion

The purpose of this study was to determine the effect of activity-based teaching methodology on the academic performance of slow learners at the primary school level, specifically. In its natural setting, the study was a quasi-experiment. Students gained an understanding of the concepts of recognition of small alphabets a-z, recognition of capital alphabets, and the concepts of sky, grass, and root letters, according to the results of the study. Using activity-based teaching methodology, students learn to identify colors, match alphabets with objects, match small and capital letters, spell and read aloud from a book, count 1-50 (digits), sequence of numbers, greater numbers, smaller numbers, increasing order, decreasing order, addition and subtraction more effectively. ABL improves students' understanding of various scientific concepts (Hughes et al., 1997). ABL aids students in understanding the situation and dealing with difficult circumstances. Dean (1999) stated that ABL provides students with the ability to make sound judgments when problem solving. This study also shown the results same as previous researchers result.

Conclusion

$H_0$1: There is no significant effect of activity based teaching methodology on academic performance of the slow learners at primary level.

Results depicts that there is significant difference (.00) between the students performance after implementation of intervention. Therefore $H_0$1 is not accepted.

$H_0$2: There is no significant difference of the effect of activity based teaching methodology on academic performance of the slow learners between the subjects of English and Mathematics.

Results explain that there is significant difference (.04) between the students' performance in English and Mathematics after implementation of intervention. Therefore $H_0$2 is not accepted.

The major objective of the study was to determine the effect of activity-based teaching on the performance of slow learners in primary school. The findings indicate that using an activity-based teaching methodology improved students' performance in acquiring basic concepts in English and Mathematics. As a result, it is possible to conclude that activity-based instruction had a considerable impact on the academic performance of slow learners in primary school.

Recommendations

In light of the findings, the following recommendations are made.

The findings indicated that an activity-based teaching improved slow learners' comprehension of mathematics and English. As a result, institutes for slow learners may employ an activity-based teaching technique.

Suggestions for Future Research

This study used a quasi-experimental research design. Researchers may do more research using an observational strategy. At the primary level, it was restricted to the Govt. Institute for Slow Learners in Multan. Additional study on higher classes may be undertaken on a larger population.

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Political Economy of the Tourism Industry in Thailand in Current History

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ABSTRACT

This paper addresses the problem with which the tourism industry of Thailand is confronted and the ways in which it responded and rose to the occasion. The purpose of this paper was to examine the Thai tourism industry before, during, and after the pandemic. To achieve this goal, this article reviewed the literature regarding tourism in Thailand prior to the pandemic, at the height of the pandemic, and after the end of the pandemic. The literature used was culled from government sources and the tourism industry. This article used a qualitative research methodology include involving ethnography. Using political economy as the framework of analysis, this study revealed in the findings section that the tourism industry in Thailand in current history has undergone three periods of changes, with the government, the tourism industry, and the society at large responding to the ever-changing situation. This study shed light and added to the knowledge on the changing landscape of the Thai tourist industry. The findings provided a foundation upon which guide the further development of new thrusts in the tourism industry that meets the changing situation.

Keywords: COVID-19 Pandemic, Current History, Political Economy, Thailand, Tourism

INTRODUCTION

This article discussed the evolution of tourism in Thailand with the COVID-19 pandemic as the nodal point from which to distinguish three distinct periods.

Background of the Problem

The economic growth of Thailand is dependent on its tourism sector. The country attracts not only domestic travelers, but also visitors from all over the world. But the occurrence of the pandemic has a momentous negative effect on its tourism sector, for which reason there was a remarkable downtown in activities related to tourism. This sudden and unexpected turn of events interrupted the sources of income of persons and businesses related to the tourism industry.

Statement of the Problem

This research addressed the challenges with which the tourism industry in Thailand is confronted over the years. Before, during, and after the COVID-19 pandemic, the face of the tourism industry in Thailand has changed, as it responded to the shifting times. Government actions have implications for the survival and the flourishing of the tourism industry and national income in general and individuals working in this sector and tourism-related businesses in particular.

1. CHAPTER 1– LITERATURE REVIEW

1.1 Political Economy

This paper used political economy as the theoretical framework that guided the conduct of the research on tourism in Thailand over the years. Political economy refers to a host of phenomena: the allocation of resources in a country with or without government intervention; the historical processes in the ownership of the means of production; the relationship of politics and the economy; the public choice approach; and, institutional adaptation (Wittman & Weingast, 2008).

In addition, political economy is a useful tool to identify historical causal uniqueness and generalizations about events (Gailmard, 2021). Due to several major crises with which the world is confronted today, such as pandemics and climate change, there is a call for a return to classical political economy as a guidepost to put into historical perspective, develop, as well as synthesize the need for sustainable development (Manioudis & Meramveliotakis, 2022). This research investigated the three phases of tourism in Thailand in current history.

1.2 Political Economy of Tourism

Researchers call for the use of political economy with a view to forecast and prepare for the future (Webster & Ivanov, 2010). We need to have critical insights about the role of tourism in development (R. Bianchi, 2018). Crises of all kinds have an impact on the tourism industry, which can be scrutinized by comparing prior to, during, and after the crises events (Bhuiyan et al., 2021). From the perspective of political economy, the COVID-19 pandemic has put a dent on the tourism industry in Thailand (Kaplan et al., 2022). Using the political economy lenses, the pandemic made us deeply consider inclusive growth and decent work, especially as many were hard hit when tourism ground to a halt during the health crisis (R. V. Bianchi & De Man, 2021). Although there were avenues to post-capitalist tourism even prior to the pandemic, post-capitalist tourism of various strands became more and more a reality, during the pandemic, as the Thai government wanted to help people in distress during the pandemic (Fletcher et al., 2023).. See Figure 1 below.

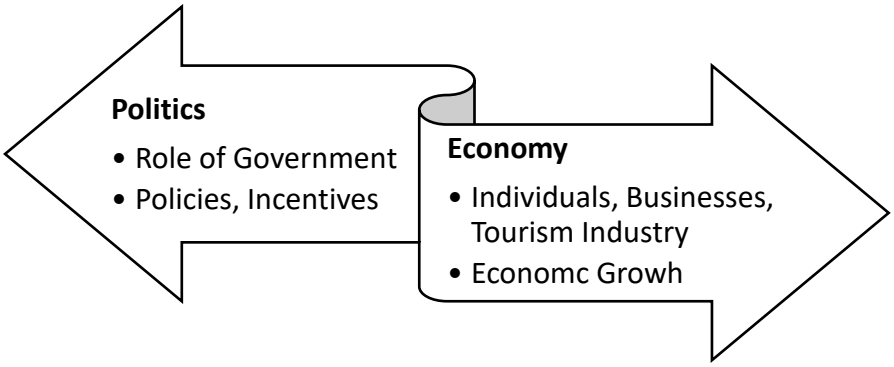

Figure 1: Political Economy of the Tourism Industry in Thailand

Source: Original Figure by the Author of This Article

2. CHAPTER 2– METHODOLOGY

The research philosophy of this papers is materialist ontology, as it investigated social realities before, during, and after the pandemic. It utilized the dialectical epistemology, as it identified the changing trends in tourism as well as government responses. The research design employed was a qualitative case study which used ethnographic strategy. Several data collection methods were used, including among others the following: participant observation, field visits, photo and video documentation, informal dialogues, government documents, reports from mass media, review of social media posts, and triangulation of all of these data gathered.

The population of this study was the country of Thailand as a whole. The qualitative sampling of issues discussed related to tourism was non-random, purposive, and convenience, based on

participant observation, field visits, the availability of documents. The accuracy of the findings was based upon member checks. The credibility of the study relied on objective peer debriefing.

The time horizon was longitudinal, sequential, and chronological, scrutinizing the changing trends in the political economy of tourism in Thailand in the pre-pandemic, during the pandemic, and post-pandemic stages. Data analysis was based on data immersion, the coding of the raw data, data reduction, and organized data visual display. Documented used included government reports and industry publications. Data interpretation was based on thematic analysis, contextualization, meaning making, the formulation of a descriptive narrative, and visual representation. No harm was committed in the conduct of this research. The author practiced reflexivity, reflecting on his own potential influences and biases on the research findings. See Figure 2 below.

Research Methodology	Research Philosophy	Materialist Ontology Dialectical Epistemology
	Research Design	Qualitative Case Study Ethnographic Strategy
	Population	Thailand
	Qualitative Sampling	Non-Probability, Purposive, Convenience Sampling
	Data Collection Methods	Observation, Notes, Documents, Media, Triangulation
	Documents	Government Reports Industry Publications
	Time Horizon	Longitudinal, Sequential, Chonological
	Data Analysis	Coding and Data Reduction Data Display
	Data Interpretation	Thematic Patterns Taxonomy
	Ethics	Anonymous; Reflexivity Beneficence; Respect for Culture
	Accuracy	Member Checks
	Credibility	Peer Debriefing

Figure 2: Research Methodology

Source: Original Figure of the Author of This Article

3. CHAPTER – FINDINGS

This section responded to the three questions regarding the political economy of tourism in Thailand before, during, and after the pandemic.

3.1 Political Economy of Tourism in Thailand Before the Pandemic

3.1.1 Characteristics

Tourism was a key driver of Thai economy, providing about twelve percent (12%) of the gross domestic product (GDP). In 2019, Thailand had a record of 39.8 million tourists, which was 4.2% increase from 2018. The three pillars of Thailand include: the people, religion, and monarchy, which have offerings for tourism. In general, Thais are very friendly, who themselves are tourist attractions. Aside from the people, Thailand has several offerings in tourism: Buddhist temples, bustling cities, beaches in the south, ancient ruins, royal palaces, nature adventures, wildlife, and ethical animal sanctuaries.

The hospitality industry offers several attractions: festivals, fitness, food, and fun. There are seasonal, regional, and national festivals. For fitness, there are opportunities for relaxation, sports, and wellness.

The whole country is full of attractions. Thailand can be subdivided into different regions: South, Center, North, and Northeast, each of which has so much to offer to tourists (Bindloss, 2022; Culture Trip, 2023; Drillinger & Bocco, 2022; Touropia, 2023). Central Thailand is home to the capital, the royal palace, and the ancient ruins of Ayutthaya kingdom. The south offers sun, sand, islands, and beaches. Northern Thailand offers the Lanna kingdom in and around Chiang Mai, the ancient ruins of Sukhothai kingdom, and the mountain town of Pai. The Northeast region of Isan is the home of agricultural and borders the Mekong River.

People from all over the world enjoy Thai gastronomy. It is an explosion of umami, sweet, sour, and salty flavors, combining indigenous ingredients with Chinese noodles and Indian spices. For this reason, tourists ply the night markets, river markets, street markets, and railway markets to savor Thai dishes, snacks, and desserts.

In addition, many Asians come to Thailand for medical tourism. Many come to have their ailments treated. Others come for cosmetic surgery. Thailand is known to have a good medical infrastructure for which reason many Asians trust the medical personnel and system in Thailand for treating illnesses. In addition, Thailand is known as one of the major places in which plastic surgery is

Tourists also come to Thailand to learn muay Thai or Thai boxing or practice Vipassana Buddhist meditation. Some learn the Thai language, either conversational or written or both.

Others learn to cook Thai dishes or take a certificate course in Thai massage. These certain courses are very flexible and have different durations. There are courses that only take hours, half a day, one whole day, one week, one month, or even years to complete.

Songkran is the Theravada Buddhist New Year celebrated in the hot and humid month of April, during which people enjoy splashing water on practically anyone. During the Yi Ping Loy Krathong Festival in the evenings of the cooler months of October or November, people flock to northern Thailand to set their floating candles on Ping River or set free their flying lanterns.

3.1.2 Challenges

Despite these strengths in tourism in Thailand, there are some weaknesses. Traffic accidents are not rare, as a result of reckless driving (UN DESA, 2020). The air quality from around March to May is not good, due to biomass burning (Vichit-Vadakan & Vajanapoom, 2011). There is a big gap between the rich and the poor (Dablas-Norris et al., 2015). Furthermore, there is a big urban-rural gap, as the countryside, compared to the cities, do not have good access to education, health care, and infrastructure, especially in the Northeast (UN DESA, 2020).

3.2 Political Economy of Tourism in Thailand During the Pandemic

3.2.1 Characteristics

The pandemic had a negative effect on Thai tourism (ADB, 2020). The tourism industry accounts for one fifth of the gross domestic product (GDP) of Thailand and 20% of jobs. Thus, the stoppage of tourism in Thailand affects the people and the national economy very severely (IMF, 2021). The impact was especially felt in the tourism industry where everyone became unemployed all of a sudden

National income contracted and fell from $90 billion in 2019 to $24 billion in 2020 at the height of the pandemic (Thaicharoen et al., 2022). In March of 2020, the government declared a state of emergency, enforcing strict travel restrictions for international tourists entering the kingdom. It led to the total cessation of tourist arrivals in April and May 2020 (ADB, 2020). Tourism was hard hit: food, restaurant, hotels, tour agencies, guides, rental vehicles, the hospitality sector, with hotels having only 9% occupancy (Saxon et al., 2021).

Cities were quarantined and were forced to lockdown. Businesses folded. As a result, many workers lost their jobs in a matter of minutes. The unemployed become poor and penniless. Many had no food at the table. Individuals and groups decided to take it upon themselves to provide free food and water of all types in street corners. Soon, the jobless queued up in streets after street. Interreligious leaders organized food pantries, inviting people to bring home-

cooked food, restaurant-prepared packed dishes, or store-bought canned goods, rice, sugar, and the like. Some brought fresh home-garden-grown organic vegetables to share with those who lost their jobs, as well as the elderly, and children.

Eventually, the government provided all kinds of support to the people. The purpose was to invigorate business amidst the pandemic and the concomitant quarantine and lockdowns. Free COVID-19 vaccines were offered to everyone who stayed in the kingdom, not only for Thai citizens, but also for all foreigners stuck in Thailand during the pandemic (Saxon et al., 2021). Moreover, as the country was shut closed to foreign travelers, the government provided local travel subsidies to Thai citizens. The government offered subsidies for air travel and hotel stays for Thais traveling within Thailand In addition, the government provided businesses with tax breaks, soft loans, and debt restructuring (ADB, 2020).

The pandemic was the time during which the government decided to come up with creative ways to promote tourism. The national government promoted domestic tourism and homestays as some ways by which to bring about sustainable tourism. By homestays, local villagers were able to have some income during the pandemic. By encouraging locals to travel within Thailand, businesses were kept alive: hotels, transportation, the food and drinks industry, arts and crafts, and souvenir shops.

3.2.2 Challenges

The pandemic situation was one of uncertainty. No international tourists were allowed to enter Thailand. There was a major downward shift in the economic activity during the pandemic. People lost their jobs, including in the tourism industry. Social distancing negatively affecting people leaving their homes, thereby lessening family expenditures, which led to downturn in businesses. For all these reasons, economic growth and national income slowed down.

3.3 Political Economy of Tourism in Thailand After the Pandemic

3.3.1 Characteristics

After the end of the pandemic, the tourism sector in Thailand is slowly picking up. Friends who have met not each other during the pandemic gathered around face-to-face. However, it is a very complex and protracted process. The government has put in place many policy actions to make sure that there will be a safe and gradual recovery and return of international travels to Thailand. It had implemented intentional efforts to stimulate travels, both domestic and international. Clearly, however, Thailand is reliant on the arrivals of foreign travelers for the sustenance of its tourism industry.

After the end of the pandemic, a totally new innovation was the decriminalization of the use of cannabis. By November 2022, marijuana was legal with certain limits, which is an added attraction for international tourists (Benveniste, 2022). However only people who are over 20 years old, not pregnant, and not breastfeeding are permitted to use cannabis (Ives, 2022). Cannabis cannot be smoked outdoors. However, incoming or outgoing tourists are forbidden from carrying cannabis seeds or any part of the plant (Root, 2023). There are two products based on cannabis: CBD and THC. CBD is legal and all products containing CBD, such as tinctures and gummies can be bought and used legally (Bloom Express, 2023; Organic Village, 2023). THC beyond 0.2% by weight is not legal. Cannabis is projected to become a US$661 million industry by the year 2024 (Organic Village, 2023).

3.3.2 Challenges

Today, there is still uncertainty about the situation regarding viruses and the arrival of new pandemics. As the world is experiencing economic recession, inflation, and petroleum price hike, the recovery of the world economy will be very slow. For this reason, growth in the tourism sector in Thailand will not be rapid as desired, as the global economic crisis impacts foreign travelers who are planning to Thailand. Nevertheless, many hitherto folks who became jobless as a result of the pandemic now have gainful employments.

CONCLUSION

Summary

This article discovered that there are noteworthy vicissitudes in the patterns of tourism in Thailand. It deliberated on the role of the government, confronted with the challenges with which the tourism industry is faced, to assist the hospitality and other sectors that the pandemic hit the hardest. The findings were organized into three sections: tourism in Thailand in the pre, during, and post-pandemic periods. It likewise offered insights into the prospects of tourism in Thailand. It discussed the characteristics, challenges, and the solutions to the challenges faced by the tourism sector of Thailand. See Table 1 below.

Table-1: Taxonomy of the Political Economy of Tourism in Thailand in Current History

Reference Numbers	Political Economy	Before the Pandemic	During the Pandemic	After the Pandemic
1.	**Periodization**	**"Normal"**	**COVID-19**	**"New Normal"**
2.	**Tourism Industry**	Tourism was at an all-time high	No foreign tourists	Recovery

3.	**Government Prioritization**	Traditional attractions	Prop up domestic tourism	Promote sustainable tourism

Source: Original Table of the Author of This Article

Recommendations

As a result of almost the demise of the tourism industry in Thailand at the height of the pandemic, the government of Thailand started to rethink about the directions of this important sector that generates income for the whole country. Aside from the traditional attractions for foreign tourists, the government now encouraged 1) domestic tourism, and 2) community-based tourism as sustainable and responsible response to the reality of the tourism industry (Witker, 2020). In this way, tourism could survive, come what may, even when another major negative global event would arise, but we hope not.

Conclusion

This article stressed the importance of taking into account the perspective of political economy in the analysis of the tourism sector in Thailand as well as the significance of the implementation of the sustainable development strategies for the long-term continuance and thriving of tourism industry in Thailand.

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The Role of the University in the Government Program for the Integral Transformation of Neighborhoods: the Cuban Case

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ABSTRACT

The Universidad de Oriente, since its genesis, has shown its popular and extensionist vocation, in solid connection with Santiago society; Hence, in postmodernity, it has achieved changes in the articulation processes of state and private actors in order to meet the objectives of the Territorial Development Strategies, based on this and in response to the Government's call for accompaniment to the program of Comprehensive transformation of neighborhoods in vulnerable situations, in the midst of a complex crisis scenario, the university became a strategic ally for said program. This accompaniment is deployed through the development of the Integrated Community Work (TCI) from the Universidad de Oriente considering the different municipalities as laboratories of the natural and social fabric where spaces with diverse forms and functions are shown, with unequal housing densities, spaces of intense sociability, cultural repertoires that are built as expressions of sociocultural consumption. The objective of this paper is to: Explain the accompaniment process deployed by the Universidad de Oriente in the care program for the most vulnerable neighborhoods in the Santiago de Cuba province. The research is based on a mixed methodology from which theoretical level methods were used such as: inductive-deductive; analysis-synthesis, as well as the hermeneutic-dialectical and as a methodological procedure, the triangulation of sources and method. The main result is recognized: the willingness and commitment of directors, academics, actors and socio-educational managers to improve territorial development actions by strengthening attributions and planning and management capacities, the participation of social actors and coordination with other instances of the government, in order to enhance local resources and take advantage of opportunities to improve the living conditions of the population in a situation of vulnerability; the reengineering process of university extension based on the accompaniment to the neighborhood transformation program.

Keywords: University Extension, Integrated Community Work, Accompaniment, to Vulnerable Neighborhoods.

INTRODUCTION

The Universidad de Oriente, from its very genesis, was born with a popular and extensionist vocation, in solid connection with the society of Santiago and the eastern region in general, hence the assessment of the Government and its call to the IES for the accompaniment of the program of comprehensive transformation of neighborhoods in vulnerable situations, constitutes an opportunity to redesign and adjust our work in tune with the conditions and complexities of the current context and involves the projection of actions to increase the social impact of University-Society interaction.

The Santiago de Cuba province is one of the strategic scenarios for the development of Integrated Community Work (TCI) from the Universidad de Oriente; Its municipalities are laboratories of the natural and social fabric, in which spaces with diverse forms and functions follow one another, with unequal housing densities, spaces of intense sociability, cultural repertoires that are built as expressions of sociocultural consumption.

The city is a spatial and social form that reveals the ways in which the people of Santiago interact with public spaces and institutions and with the University. The municipalities and popular councils are units of analysis, in the explanation, interpretation and understanding of the processes that are occurring within them. The proposal presented is anchored in the structure of the Popular Council, the first link in community governance, and where the reproductive cultural capital of a condensed, diverse social habitus is concentrated.

Law No. 132/2019 on the Organization and Operation of the Municipal Assemblies of Popular Power and of the Popular Councils, in its article 186.1. The People's Council is a local body of People's Power of a representative nature, invested with the highest authority for the performance of its functions and, without constituting an intermediate instance for the purposes of political-administrative division, it is organized in cities, towns, neighborhoods, towns and rural areas; It is made up of the delegates elected in the constituencies of their demarcation, who must choose from among them whoever presides over it, as established in article 198 of the Constitution of the Republic.

Likewise, it is endorsed in article 187 of the aforementioned norm that the popular council represents the population of the demarcation where it acts and at the same time the Municipal Assembly of Popular Power. It exercises control over local production and service entities, and works actively to satisfy, among others, the needs of the economy, health, care, education, culture, sports and recreation, as well as in the tasks of prevention and social care, promoting the participation of the population and local initiatives to achieve it.

On the other hand, article 206 establishes that the Popular Council coordinates and integrates the delegates, mass organizations, institutions, entities and neighbors in general, to: a) systematically identify the problems and needs that affect the community, and their possible solutions; b) organize and promote the collective effort of residents to solve their own needs, improve coexistence and quality of life; c) promote and encourage the development of integrated community work, as a method to add citizens in the promotion of the formation of patriotic and ethical values; d) decide the work strategy to develop, in a given period, the proposed activities, and e) carry out the evaluation and control of the results of the actions developed (p.89).

For the fulfillment of this assignment, there is a survey, perfectible and in continuous updating of the needs to overcome the various extracts and sectors of the population of Santiago, obtained from the results of investigations, research projects, work of scientific groups that They venture into the line of Cuban Society, highlighting theses, master's degrees, diplomas, as well as student scientific work of related careers of the social faculties, educational sciences, law, humanities, economics, among others. Likewise, the integrated work of professors and

researchers in the advisory groups of the Provincial Administration Council (CAP) and in the Municipal Administration Councils (CAM) in accompanying and advisory actions for the elaboration of Municipal Development Strategies (EMD), this It has allowed the identification of the equity and social justice axis for work with vulnerable groups.

In relation to this survey, since the end of 2020, there have been advances in the rapprochement of the different faculties and Municipal University Centers (CUM) together with many agencies and organizations to more accurately identify the various needs of the population related to various topics. , which were included in the Postgraduate Plan for the year 2021, appreciating an increase in improvement actions.

Currently, improvement and training actions are being developed for the population in various territories, in response to the demands, content of courses and training which can assimilate new enrollments, carry out other editions readjusting in correspondence with the new vision that the moment demands, the diagnosis more and more intentional of the organisms involved and the level of the incorporated trainees; Likewise, training courses can be derived for the population that does not have a university level, for the example: outdated young people, disconnected from study and work.

o this is added the offer of extension courses, conceived as short courses of various organizational forms that favor the use of popular education methods and the systematization of community care models to articulate with municipal and community organizations allowing an inclusive approach to the Comprehensive attention to groups in vulnerable situations. These courses have the popular council as a basic link, where the University professors, together with the social actors, deploy the agreed actions. It is a varied menu that responds to the interests of various age groups, essentially children of early and school age, adolescents, young people, seniors, among others. The IES has ample potential to develop the accompaniment process, these have to do with the existence of 57 extension projects, 21 honorary chairs, a broad and consolidated movement of artists who are fond of the arts and university sports, a network of comprehensive services well-being and human development, health, counseling offices, high-impact research, FORUM work, among others.

The Guidelines of the Economic and Social Policy of the Party and the Revolution for the period 2016-2023, recognize as a priority community work in unity with the strengthening of the role of culture in the new scenarios: the safeguarding of national identity, the creation artistic and literary, the ability to appreciate art, the promotion of reading and the enrichment of the cultural life of the population. What is indicated is understood as the ways to satisfy the spiritual needs, recreation and defense of the values of Cuban socialism. Faced with this reality, the Integrated Community Work (TCI) is conceived with a method of articulated action of the structures of Popular Power.

The multidimensionality of the links between the university and society reflect the dialectic that encompasses the cognitive, investigative, axiological and practical plane. These links connote the content of the Integrated Community Work (TCI), considered as a system of diagnostic, planning, execution and evaluation actions from/with/for the community in order to stimulate, promote and achieve its integral development through participation. and cooperation of its inhabitants, as a way that promotes the development of those who live in it according to their needs, interests and aspirations, in coordination with development projects, institutions and organizations, local (municipal) and at another level (national, provincial), (Tellez, Semanat, Infante and González, 2021).

Miguel Díaz-Canel Bermúdez, President of the Republic of Cuba, when intervening in the debates of the Commission on Education, Culture, Science, Technology and the Environment, pointed out that: Community work has to go through ideological, economic and social

processes. We cannot see the cultural and educational work separately, but rather do it with comprehensive approaches. The Cuban revolutionary ideal has to be the basis of that activity, the symbols, the customs, the traditions.

TCI assumes development as a process of comprehensive transformation that includes economic, social, cultural, environmental, and political-institutional dimensions. This perspective focuses on the promotion of processes of self-management and citizen empowerment; prioritizes the formation and consolidation of values based on an ethic of life, aimed at satisfying material and spiritual needs, in a harmonious relationship with nature.

Legal, political and ideological support for accompaniment to the TCI:

• 2030 Agenda, Sustainable Development Goals (SDG) and goals.
• Constitution of the Republic of Cuba, 2019.
• Law No. 132/2019 on the Organization and Operation of the Municipal Assemblies of Popular Power and the Popular Councils
• Decree No. 33. For the strategic management of territorial development.
• Agreement # 9151, Council of Ministers, August 23, 2021; (refers to the functions in the work of social prevention of universities)
• Improvement of the Cuban Social Economic Model and Plan of the Cuban Nation 2030.
• Improvement of the OLPP (Definition of: Popular Power and Popular Participation)
• Ideas, Guidelines and Concepts of the 8th Congress of the PCC.
• Compliance with the strategic lines, public policy and actions of the Provincial Development Strategy (EDP) and (EDM).

In the strategic axis: Efficient and Socialist Government and Social Integration, its Objective: 5 alludes to the need to: Promote territorial development by strengthening attributions and capacities for planning and managing territories, the participation of stakeholders and coordination with other State instances, in order to enhance local resources and take advantage of international market opportunities.

In the strategic axis: Human Development, equity and social justice establishes, raising the well-being and quality of life of people are priority objectives of the Cuban socialist society and therefore in the National Plan for Economic and Social Development until 2030 (PNDES 2030), one of the approved strategic axes is Human Development, Equity and Social Justice with a conception of inclusive development. This axis became a macroprogram in its project # 4 Social Prevention and Attention to Vulnerabilities, includes among its programs: care for infants, adolescents and young people at risk, the integral transformation of communities, family groups, homes and people in situations of vulnerability and the prevention and attention to violence, social indiscipline, crimes, addictions and consumption of harmful substances.

Methodological-practical support of the accompaniment:

• Fulfillment of the Strategic Objectives and Indicators of the MES
• University Professional Training Model (spheres or areas of influence, professional problems) whose bases rest on knowledge management, which facilitate the production and reproduction of social, economic, technological and cultural goods and services.
• Educational career project and the academic year.
• The National University Extension Program, which in its general guidelines indicates:

 Strengthen the extension dimension of the comprehensive approach to educational and political-ideological work.

 Promote the realization of extension projects aimed at community socio-cultural development.

 Develop an internal and external communication system that promotes dialogue, promotes participation and enables the dissemination and dissemination of culture and university and social work.
 Stimulate research in the field of university extension, as well as the introduction and generalization of its results.

In the Regulation of teaching and methodological work of Higher Education, it is specified in its Article 36: that the group of year, has as one of the main functions of k) Promote the widespread and active participation of students in economic and social tasks of importance for the university and society. And in Article 157: With the purpose of complementing the comprehensive general training of students at the headquarters and in the municipal university centers and affiliates, the leading personnel will guarantee their participation in high-impact economic and social tasks, visits aimed at political, economic and social interest, as well as in exchanges with territorial and national authorities about economic and social development programs and their results.

Taking these assumptions as a reference, it is reasonable to delve into the complexities of the links and social interactions of the Universidad de Oriente in the territorial context, in this sense, it is necessary to delimit that the university is an agent of change and its relationship as a social agent with environment, is not that between a subject (or a consciousness) and an object, but that of "ontological complicity" or mutual "possession" (Bourdieu, 1989) between the habitus as a socially integrated principle of perception and appreciation in the environment that determines it, (Tellez, 2020a).

In order to develop the accompaniment of our university institution, to the program of transformations in the neighborhoods in Santiago de Cuba, a strategy is proposed which identifies as a General Problem: How to organize the accompaniment of the Universidad de Oriente, to the governmental program of integral transformation of the neighborhoods, in correspondence with its mission, vision and strategic planning?

1. CHAPTER THE PROCESS OF ACCOMPANIMENT OF THE UNIVESIDAD TO THE GOVERNMENT

1.1 Brief references to the accompaniment process

The accompaniment is a systematic and permanent process of actions mediated by the sensitized accompanying person, who interacts with the university community in the coexistence scenarios, with the aim of achieving the necessary changes in the different local contexts. The companion, in this case, the actors from the Universidad de Oriente, are carriers of academic, technological and traditional knowledge that, once sensitized to the process, share their experiences and experiences in pursuit of the transformation of the community, (García and Mendía, 2015). The accompaniment constitutes an expression of the relationships that are established between the leaders and/or local actors, in the complex scenario of the TCI, which is synthesized in the transformation of the microenvironment.

The accompaniment is aimed at prevention and support to solve various types of needs, it can be developed from the socio-educational intervention in different modalities: through counseling, consultancies, mediation, community, family, educational orientation; depending on the reorganization of the resources and attention priorities of the institutions and support networks, facilitating the transition towards processes of social cohesion.

The sensitization of local leaders and/or actors is conceived as a systematic process of awareness and reflection, where the university community, in close ties with local leaders and/or actors, assume a change in their attitude towards the socioeconomic and cultural demands of the community. taking responsibility for their actions to consolidate their situation within the community.

1.2 Objectives, actors and principles of the support strategy from the Universidad de Oriente.

The proposed strategy is an expression of the will of the Universidad de Oriente in compliance with the Sustainable Development Goals, embodied in the 2030 agenda; constitutes a laudable response to the PNDES Human Development, Equity and Social Justice macro-program and is conceived in coordination with the nine work objectives, declared in the strategic planning of our institution for the period 2022-2025, hence the actions that comprise it allow the output of the indicators and goals expressed in the nine identified processes: undergraduate training, university extension, postgraduate (includes overcoming cadres and reserves), science, technology and innovation, information, communication and computerization, human resources, material assurance and financial and institutional management.

Principles that underpin the strategy:

 Integrated management of processes, areas and people.

 Strengthening of endogenous resources of the neighborhoods (human, natural, economic and social)

 Community participation for the sustainability of the expected results.

 Respect for the identity, history and values of the neighborhood and individual community actors.

 Development of computerization, communication and transparent information during all stages of work.

Based on the call and specific request of the local governments regarding the communities that are interested in the participation of the University, a set of organizational actions are proposed for the implementation of the accompaniment strategy, among which are:

• Organization of the statistical survey of the human potential of the University that resides in the prioritized communities. Responsible: Deans, Dtres CUM and DRH - Sec/Gral.

• Organization of the multidisciplinary team (teachers and students) residing in the communities. Resp/ Deans and Dtres CUM * Designate a sociologist in each team. FCS Dean
• Modeling of the map of actors of the OU with definition of tasks, roles and missions of each member. Resp / Deans and Dtres CUM
• Realization of the survey of the investigations related to the object of transformation in the community, conformation of the dossier containing the results that can be systematized and generalized in commendable and pertinent proposals for the solution of identified problems. Resp/VRIP/DCTI. _VDIP.
• Development of exchanges with scientific leaders, coordinators of Research Projects, study centers for evaluation and introduction of social innovation tools to be systematized in the transformation of the neighborhood. Resp/VRIP/DCTI. _VDIP.
• Exchange with coordinators of extension projects and presidents of honorary chairs for the diagnostic contextualization of extension activities to be carried out in communities in vulnerable situations. Resp/VREU_DEU // Deans _ VDEU
• Alignment from the teaching planning and the work system of the IES, the participation of students and academics in the process of accompaniment of the selected demarcation, based on the specific profile of each career and the orders and social demands. Resp/VRD_DFP // Deans _ VDD
• Organization of training actions and improvement to the multidisciplinary groups constituted in the IES for the transformation of the neighborhoods. Resp/VRIP/DP/DPSCER. _VDIP.
• Development of training and improvement actions for representatives of the OLPP and OACE who will participate as managers of the transformation of the neighborhoods. Resp/VRIP/DP/DPSCER. _VDIP.
• Design of the communication plan and public welfare campaign for the accompaniment process. VRRI_DCOM // Dean FH _Dept. Social comunication.
• Design of evaluation indicators of the impacts of the Strategy, for the selection and readjustment of monitoring methodologies. VRIP/Dean FCS
• Presentation to the Secretary of the Municipal Assembly of the accompanying strategy for the government program and its intention. Answer VRP
• Development of the University-Society Workshop for the socialization of the best professional experiences and stimulation of the best works that reflect the transformations operated at the C/P level. Answer: VREU/VRIP.

The strategy foresees a time line for the accompaniment of the neighborhoods of approximately 60 days in the first two stages, while in the last two stages the times would be relative and would depend on the level of articulation achieved between the actors. , the diverse and complex nature of the problems identified, the resources available and the problem-solving capacity of the participants.

General objective: Strengthen the accompaniment of the UO to the Government Program for the integral transformation of neighborhoods in Santiago de Cuba.

Specific objectives:

• Stimulate the preparation process of agents based on conscious and creative participation in the search for alternative responses to existing problems in the communities.
• Strengthen the development of capacities of the Popular Council for popular participation in the process of integral transformation of neighborhoods, from the use of endogenous resources, innovation, science and technology.
• Implement actions and accompanying alternatives for the transformation of the community.

Actors:

- At the University level: directors, professors, students and workers, scientific leaders whose specific role consists of becoming facilitators, promoters of change, (leaders of research projects, coordinators of extension and sociocultural projects, prioritized programs, honorary chairs, centers of studies or others).
- Other actors in the community scenario: Members of the Integrated Community Work Group (GTCI) at the constituency level, natural leaders and promoters, representatives of institutions, organizations, companies based in the community, and the population.
Managers: leaders and officials of the Municipal Assembly, Presidents of the People's Council, Delegates, District Executive Offices and others responsible for decision-making.

2. CHAPTER STRUCTURE OF THE UNIVERSITY SUPPORT PROCESS IN THE GOVERNMENT PROGRAM FOR THE INTEGRAL TRANSFORMATION OF THE NEIGHBORHOODS

2.1 Structure of the support strategy

The accompaniment to the program of integral transformation of the neighborhoods was developed from a strategy constituted in four stages:

⏭ 1rd. Stage: DIAGNOSIS AND AWARENESS.

⏭ 2nd. Stage: DESIGN OF INTEGRATED AND INTEGRAL ACTIONS.

⏭ 3rd. Stage: IMPLEMENTATION OF THE ACTION PLAN, MONITORING, EVALUATION AND IMPROVEMENT.

⏭ 4th Stage: EVALUATION OF IMPACTS.

The accompaniment process was deployed from January 2021-April 2023 based on the use of the different organizational structures in which university-society relations are developed. Each of the stages is explained below.

2.2 Functionality of the strategy stages

⏭ 1rd. Stage: DIAGNOSIS AND AWARENESS

General Objective: Characterization of the Popular Council with emphasis on the communities or neighborhoods that will be the object of direct monitoring, on scientific grounds.

Specific objectives:

1. Create the basic conditions necessary for the deployment of the diagnosis and characterization of the C/P
2. Sensitize socio-community actors about the need to transform the neighborhood based on the existing potential.
3. Identify the needs and potential for integrated community work in the demarcations.

Actions:

1. Exchange with the structure of the Popular Council (delegates, representatives of the organisms and entities that attend to the problems of the community through their mission); on the sociodemographic characterization.
2. Exchange of members of the (GTCI) around the need to reflect on the potential present in the communities to address the problems identified in the neighborhoods.
3. Development of tours through the geographical area subject to transformation.
4. Development of awareness workshops with community actors (informants, leaders, GTCI, area, CDR presidents, FMC secretary, representatives of institutions, agencies or entities of the state and non-state sector located in the demarcation object of accompaniment).
5. Reconcile with key actors the instruments for the collection of information.

6. Organize, train and apply the instruments for the diagnosis, with the help of students (according to careers), professors and workers of the UO who live in the Community, and GTCI.
7. Apply and tabulate the results of diagnostic instruments and techniques.
8. Carry out the analysis and interpretation of the results, in the academic field.
9. Preparation of diagnostic report and contrast it with the initial characterization offered by the C/P structure.
10. Workshop to disseminate the results of the diagnosis (use of info-communication products: electronic bulletin, sociodemographic map, executive summary, Dafo matrix...)
11. Creation of the communication plan containing the transformation of the community.
12. Determination of promotional supports and communication channels (internal and external) that allow the dissemination of the transformation of the neighborhood.

➞ Participants: key informants, community leaders, relevant population groups in the characterization offered by the community management structure. Students, workers and professors of the UO (includes the CUM in the municipalities).
Techniques to be used: interviews with key informants, interviews with experts, focus groups, participant and non-participant observation, surveys, testimonials, life stories, mental maps, pondering of problems, work tables, socialization workshop, document analysis, among others.
Necessary resources: sheets, pencils or pens, printers, organization of the PDE (P-4) and planning of work-oriented teaching and methodological activities in the selected communities, readjustments of research projects and postgraduate thesis topics, as well as transportation for mobility of cadres that guide and control actions, and computers for information processing.
Evidence: applied instruments, field notes from students and teachers, audiovisual records of the activities carried out, diagnostic reports, attendance records for the activities carried out.
Output indicators:
 Updating of the historical - geographical, sociodemographic, sociocultural characterization of the community under transformation.
 Determination of the inventory of problems and their weighting by priorities.
 Sociocultural and socioeconomic cartography of the community.
 Community location maps
 Precision of the multifactorial platform that is involved in solving problems based on the priorities and roles to be developed.
 Popular participation in raising the problems and their proposed solution
 Updating of the bank of professional problems of careers and incorporation of topics in the design of student scientific work and research lines of academic programs.
 Contextualization of the profiles of extension projects in coordination with the demands identified in the community.
The first stage lasted approximately one month (30 days) from the approach of the task by the local governments, and concluded with a workshop for socialization and reconciliation of the results of the integral diagnosis, where the Popular Council, the leaders and managers participated. of the community or neighborhood and, representatives of the institutions, organizations and entities located in the locality or responsible for their attention, as well as the students, workers and professors who coordinated and carried out the diagnosis.

⏭ 2nd. Stage: DESIGN OF INTEGRATED AND INTEGRAL ACTIONS.
General objective: Design the road map of integrated and comprehensive actions for the transformation in the communities.
Specific objective: Strengthen the development of capacities to increase the resolution capacity of community leaders for popular participation and decision-making of managers.

Actions:
1. Preparation of audiovisual materials (capsules, interviews, collecting life stories, testimonials, among others) that allow recording the transformation of the community.
2. Preparation of training programs for actors for community work in its different dimensions: sociocultural, institutional, environmental, economic and productive in line with the identified priorities.
3. Determination of the strategic lines of social transformation of the neighborhood, and correspondingly define the implementation plan from the platform of social transformation, defining the levels of involvement, roles, work groups, compliance deadlines.
4. Development of leadership workshops for the management of popular participation.
5. Development of popular consultations from the GTIC (constituency, mass organizations, among others).
6. Preparation of proposals for local development projects from the use of endogenous resources from the resources and capacities identified for transformation.
7. Development of training for C/P authorities, on issues associated with governance and resolution capacity and cohesion with state or non-state entities for compliance with social responsibility.
8. Training in trades for unrelated young people, people with disabilities, beneficiaries of social security on an exceptional and temporary basis, among others.
9. Specialized advice on issues of community work and social prevention of cases, groups or communities in vulnerable situations.
10. Articulation with the network of existing centers in the community, the proposals of options for sociocultural resuscitation and healthy use of the free time of the inhabitants.
11. Sponsorship to families, vulnerable people and institutions, by the existing social network (business fabric or social network), taking into account their social responsibility towards the neighborhoods.
12. Implementation of feasibility studies to devise local development projects or MYPIME that generate sources of employment in the community.
13. Exchange with authorities for decision-making and the selection of the alternatives that are considered most appropriate for the transformation.
14. Preparation of the action plan for the transformation and its socialization in the community and in the university.
15. Development of computer products that facilitate the registration, processing and interpretation of C/P information.
16. Advice on scientific events that are promoted by local governments.

➞ Participate: Cadres, teachers, UO workers, natural leaders of the community, factors and managers of the community and the Popular Council. Representatives of the organizations and entities located in the locality.

Necessary resources: sheets, pencils or pens, computers, places for teamwork both in the OU and in the community. Teacher planning documents.

Evidence: documents containing the actions by processes, teaching or academic evaluations, photographic and/or audiovisual records.

Output indicators:

Redesign and execution of the integrative tasks of the labor practice, development of socialization workshops of the designs of actions and their reconciliation; accompaniment of research and extension projects, professional workshops for the systematization of experiences and good practices, presentations and participation in scientific, academic and extension events; publications, evaluations, etc.

The second stage requires, during the first fortnight, to strengthen the capacities to reconcile proposed solutions, based on the principle of citizen participation. In the second fortnight, the actors and managers will be deployed, with the accompaniment of the University and community actors. The work plan is organized, and the social transformation platform derives the demand of the multidisciplinary team to the IES and to the authorities of the Municipal Assembly.

The stage must reconcile with the multifactorial platform, the impact assessment instruments.

The actions to be carried out from the different processes and actors of the UO, as well as with the other actors of the government Program, must be reconciled, avoiding overlapping of actions and the numbness of the population. A schedule and process managers are defined (these make up the coordinating group for the work with that community), having as key actors 1st -and whenever possible- the university actors who live in the selected communities. The actions must be designed with the Research – Action – Participation (IAP) methodology and the popular education methods, typical of the TCI. At this stage, training in action for the management of popular participation is essential; The participation of other actors outside the community will be valued as a last resort. The implementation plan will be specified and submitted to the consensus of the C/P, with adjustment of the time and designation of those responsible for tasks and processes.

Included as ways of carrying out the DPI actions are pre-professional practices, student scientific work, training actions - career extensionists, studies completion exercises, research projects, postgraduate courses and postgraduate academic programs, among others. .

⏭ 3rd. Stage: IMPLEMENTATION OF THE ACTION PLAN, MONITORING, EVALUATION AND IMPROVEMENT.

General Objective: Execute the university coordination and cooperation actions, according to the schedule, with the informed consent of the community groups, preceded by attractive calls, using the knowledge and insights contributed by the community and the different sciences.

Specific objectives:

• Accompany the popular council in the deployment of the action plan, taking into account the endogenous potential (social entrepreneurship with the resources of the environment, new economic actors, correct identification of the demand, preparation for employment, etc.).

• Generate a popular movement that stimulates the leading participation of the population in the social transformation of the neighborhood.

• Monitor the performance of the popular council, its impact on the GTCI and popular participation in community transformation actions.

Actions:

1. Development of accompanying actions from the educational project of the year and of the brigade, based on the development of professional skills and the use of extension projects, honorary chairs, integrated health service, artistic and sports manifestations, as well as contributions study centers and research projects.
2. Realization of educational training and extension activities of resuscitation and healthy use of free time.
3. Development of exhibition fairs, sports and cultural festivals, contests.
4. Preparation of calls for productive days, voluntary work involving members of the university community with the residents.
5. Capsule recording, life stories and other audiovisual materials as part of the record of experiences.
6. Offer of advisory services to entrepreneurs.
7. Promote neighborhood debates, training for families.

8. Development of short courses and training for leaders to address topics of interest (prevention of addictions, social indiscipline, gender violence,...)
9. Environmental sanitation actions, based on urban resilience, integrated management of solid waste, risk and disaster management, etc.
10. Professional orientation actions towards the different careers that are convened at the university (open doors, talks, delivery of promotional materials)
11. Organize work in networks from educational centers to offer guidance services to people, families and groups in vulnerable situations (unrelated, numerous mothers, ex-inmates, pregnant adolescents, older adults, people with disabilities...)
12. Guidance and training actions on the legal framework of territorial planning.
13. Legal consulting services on issues of interest to the communities.
14. Call for the management of local development projects for food production from the use of spaces with idle land, family patios that can be exploited as part of the PSAEN, and urban and suburban agriculture programs.
15. Promote, in coordination with the FMC, the House of Orientation for Families, training courses in trades, such as hairdressing, crafts, typing, cooking, cutting and sewing or others that allow the generation of entrepreneurship.
16. Opening of classrooms of the Older Adult University Chair.
17. Tours of the areas in transformation, exchanges with the inhabitants.
18. Application of instruments for surveys of states of opinion, acceptance or satisfaction or others that allow feedback and the necessary readjustments to the plan.

➞ Participating: GTCI, community groups and leaders, specialists from entities that address neighborhood problems by mission, managers of state and non-state sector entities located in the town, students, teachers - researchers and workers.
Necessary resources: according to the designed actions. Prioritize the community's own material, spiritual and symbolic resources.
Evidence: photographic and audiovisual records of the activities, the field notes of students, professors and researchers. Partial evaluation reports.
Output indicators: monitoring reports or partial evaluation; Independent or course work by students, study completion reports, publications, undergraduate and graduate theses, among others.
*During this stage, actions are monitored with community groups, following the stages and requirements of the IAP.

⏭ 4th Stage: EVALUATION OF IMPACTS.
General Objective: Evaluate the efficiency, effectiveness and impact of the social transformation of the community.
Specific objectives:
1. Assess the real transformations that have taken place in the neighbourhood.
2. Evaluate installed capacities and potential for continuous development
3. Ensure the sustainability of the impacts.
Actions:
1. Application of impact assessment instruments, their tabulation and analysis.
2. Identification of good practices in popular participation.
3. Development of experience systematization workshops.
4. Comprehensive training workshops for managers, leaders and authorities to strengthen their capacities to identify new problems and search for solutions with their own resources, with emphasis on their natural leaders and managers.

5. Carrying out an impact self-assessment exercise with the managers of the integral transformation of the neighborhood, systematization of actions and precision of lessons learned.
6. Evaluation of the progress of the actions and processes, according to their requirements and nature, based on the systematization and correction for reformulation of the improvement plan.
7. Evaluation of the results and impacts of teaching, training, extension and research actions deployed in the community.
8. Development of the Integrated Community Work workshop, stimulation of the best works that reflect the best experiences at the C/P level.
9. Development of stimulation for those involved in the popular movement for the social transformation of the neighborhood (individual and collective).

➞ Participate: All the actors in the transformation process.

Necessary resources: paper and pencil, audiovisual means, organization of the process and time planning.

Evidence: documentary and audiovisual records of the impact assessment exercises and community exit.

Techniques: ("How I arrived, how I lived during the transformation actions" and how I am leaving").

Output indicators: workshops for socializing experiences and their impacts, photographic and audiovisual records of activities, self-assessment reports, training programs, student scientific work, postgraduate thesis, participation in scientific, cultural, and academic events, publications on studies of case, among others.

2.2 Associated scientific results

1. Systematization of the theoretical foundations around the training nodes: knowledge management, healthy coexistence and entrepreneurship in the successful performance of educators.
2. System of psycho-pedagogical alternatives to promote the inclusive education of children, adolescents and young people with special educational needs.
3. Methodology for the prevention of child and adolescent violence from the school, family and community contexts.
4. Theoretical methodological approach to the characterization of adolescents and young people in the social sphere, with emphasis on technical education; pre-university and higher education from vulnerable popular councils and the rural sector.
5. Theoretical foundation of information as a training tool for adolescents and young people.
6. Scientific management for attention to the problems of adolescents and young people from vulnerable communities
7. Diagnosis of the teaching means that favor learning in the multigrade school, and the methodological work of teachers, directors, heads of zonal cycles and methodologists of the rural sector.
8. Socio-educational strategy for citizen participation of young people with intellectual disabilities who have graduated from Special Education.
9. Diagnosis of the socialization process in special educational institutions (EFI, School of Conduct Type I and II), based on the established dimensions. The characterization of the school culture, the professional problems and the identified educational needs allow us to conclude that the educational institution for children with type I and II conduct disorders still does not

stand as the ideal socializing space for the redefinition of the negative experiences that characterize the subjects that are inserted in it.

10. Characterization of the behavior of social problems that affect the youth of the Santiago de Cuba municipality at the social level. It contributes to the updated characterization of the behavior of problems such as violence, leisure and recreation, STIs/HIV-AIDS and drug use in youth for the social actors of the institutions (mass organizations, Organ of minors of the MININT, EFI) that intervene in the diagnosis of the same, which allows improving the preventive work of the communities.

11. Demographic dynamics of the Santiago de Cuba province: particularities in the policies towards working women and sexual and reproductive health in times of COVID 19. The results are implemented through measures to attend to the demographic dynamics of the municipalities and province. The work of care for mothers of more than three children, demographic aging and internal migration is advised, as well as the work of the different entities of the municipalities such as the direction of agriculture, tourism, construction among others that participate in creating development plans.

12. System of psycho-pedagogical alternatives to promote the inclusive education of children, adolescents and young people with special educational needs Contributes to the continuous improvement of the training process of Special Education, with emphasis on 45 special schools that are transformed into resource and support centers for the educations that offer educational attention to 2321 students with SEN associated or not with disabilities in various contexts.

13. Identification and justification of the main social factors associated with the management of local development in the municipality of Santiago de Cuba. MSc. Rodolfo Hernández Despaigne et al. Diagnosis of the main problems presented by the communities inserted in the housing change development plan in the municipality of Santiago de Cuba in order to design actions to address these problems.

14. Cultural practices in Santiago society. Factors involved in its configuration. Revelation of the trends that are manifested in the development of cultural practices in the current Santiago society and the social repercussion of these in the sociocultural, political and scientific development of our country

15. Strengthen from the design of student scientific activity and the GCE, the resolution of professional problems in tune with the demands and social urgency of the communities and vulnerable situation, guaranteeing their exit in the investigative work practice and the Student Scientific Work, to through course work and diploma.

CONCULUSION

The process of accompaniment to the government program for the transformation of vulnerable neighborhoods demands the coherent articulation of the substantive functions of the university in correspondence with the potential of the different areas, careers and faculties that are involved in the materialization of the interactive, flexible accompaniment , gradual and ascending.

The accompaniment of the Universidad de Oriente Llegado is deployed from the formation of a multi-stakeholder platform capable of diagnosing and characterizing the social component in neighborhoods that are in a situation of vulnerability; In this process, participation and communication are facilitated in pursuit of knowledge management, based on affective bonds of collaboration-cooperation, respect and complementarity necessary in the process of community transformation.

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A Study of Addressing Fairness and Bias in AI and ML in World Health

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ABSTRACT

Machine learning (ML) and artificial intelligence (AI) have the potential to enhance healthcare infrastructure and supply in LMICs. Concerns about algorithmic bias and unfairness need cautious application of machine learning and AI. Due to technological inexperience, preexisting cultural bias against minority groups, and a lack of legislative safeguards, LMIC societies are particularly susceptible to AI bias and fairness. To improve global health guidance, we must assess its appropriateness, fairness, and bias. Fairness involves 1) examining the impact on different demographic groups and selecting one of several mathematical definitions of group fairness; 2) addressing bias, the systematic tendency in a model to favor one demographic group over another that can be mitigated but can lead to unfairness; and 3) determining how the algorithm should be used in the local context and properly matching the machine learning model to the target population. Finally, we present a case study of machine learning's application in the diagnosis and screening for pulmonary diseases in Pune, India. We hope these approaches and ideas may aid others in their efforts to use machine learning and AI to global health.

Keywords: Artificial Intelligence, Machine Learning, Bias, Fairness, Appropriateness, Global Health, Ethics, and Medicine

1.1 Machine Learning vs. Artificial Intelligence

Computers increased productivity and automation. Robots struggle to imitate higher-level human capabilities like abstraction, understanding, and creativity. Outside of science, machine learning and artificial intelligence are often used interchangeably.

"Machine learning can teach a computer to accomplish everything from binary classification to real-time control tasks like driving or playing a video game. Machine learning techniques are increasingly using simple logistic regression, neural networks, deep learning, and probabilistic approaches like Bayesian networks. A collection of labeled training data is used to design decision-making algorithms, which may be updated and adjusted progressively with fresh data.

Human and artificial intelligence involves more than merely making decisions or operating technology. Medicine requires naturally engaging with patients, understanding their stories, showing empathy through word, touch, or look, and inferring higher-level abstractions, correlations, and meaning from patient encounters. Computer science and artificial intelligence continue to research such initiatives, which go beyond what computers can perform. Machine learning's medical applications are limited to decision support (disease diagnosis and screening), processing patient medical data (e.g., detecting abnormalities in an X-ray or fundus image), and optimizing health care processes and services to increase system capacity, allocate resources, and minimize financial losses.

1.2 Artificial Intelligence and Its Potential Impact on Global Health

AI and ML in digital health initiatives can improve global health. Lack of medical experts leaves many LMIC clinics understaffed and overworked. Due to the broad availability of PCs and cell phones, machine learning software may be stored and distributed even when these areas lack resources. Many low- and middle-income economies are investigating how computers may enhance healthcare. These include activities like automatically recognizing malaria parasites in a digital microscope or coronavirus symptoms in a chest X-ray, which may assist young, inexperienced doctors and health professionals make better diagnoses and utilize their data.

Any new technology in low-income or low-literacy communities needs careful study without a legislative and legal safety net. Computer and smartphone usage in medicine must be carefully assessed for dangers. Due to the high number of economically and politically disenfranchised people in low- and middle-income countries (LMICs), machine learning medical applications present specific challenges. Many countries have poor legal and regulatory environments for medical and public health professionals. Thus, AI may exacerbate socioeconomic inequalities and political corruption. If used carelessly, AI might worsen health disparities between demographic groups.

1.3 The Role of Categorization in Ethics

In diagnostic testing and sickness screening, machine learning is often used to classify individuals as healthy or unwell using clinical observations or laboratory measurements. Ethics may not seem relevant, yet diagnoses aren't always accurate. Figure 1 indicates that a medical option like a diagnostic test can result in a false positive (Type I error) or a false negative (Type II error), but we can manage the threshold and balance between these two types of mistakes.

We usually address ethical and legal considerations while discussing categorization faults and algorithm modifications or operational points. Depending on model type and algorithm, changing a model's threshold or hyper-parameters might increase output. Figure 1 (b) shows a Receiver Operating Characteristic plot, or "ROC curve," where the sensitivity and specificity represent the true positive and true negative rates, respectively, for different hyper-parameter settings, allowing us to adjust the proportion of Type 1 and Type 2 errors. Many machine learning examples boost classification accuracy by choosing a ROC curve point at the top left

corner or by increasing the AUC. However, the operating point depends on the model's surroundings and local laws and ethics.

AIDS and strep throat (streptococcal pharyngitis) diagnostics are similar. False positives are seldom a worry because this is a common, benign illness and we often provide antibiotics prophylactically. However, health clinics may choose to minimize false positives in AIDS tests to reduce social stigma and legal liability. In breast cancer screening, false positives and negatives are often discussed. Establish legal and ethical guidelines before choosing a false positive-to-false negative ratio.

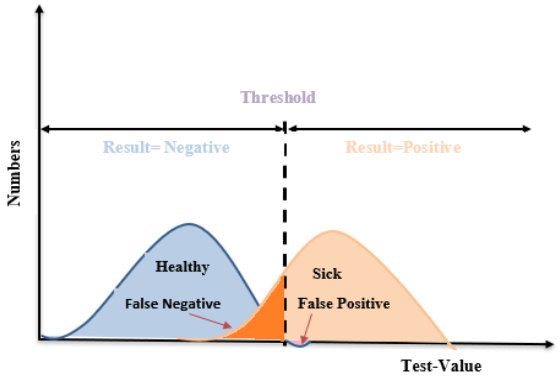

Figure 1 (a) Example of diagnostic test results at a certain cut-off

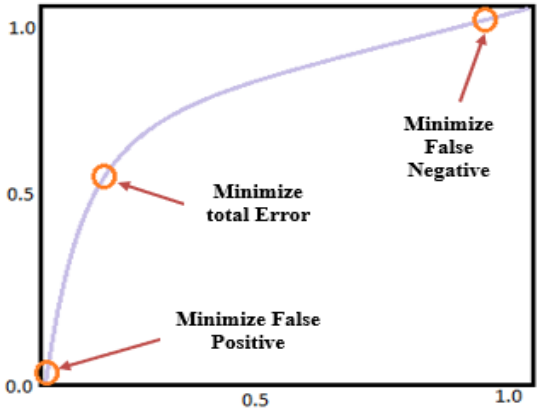

Figure 1 (b) The effect of changing the Threshold setting on the receiver operating characteristic curve (ROC).

1.4 Demographic Groups and Machine Learning

Machine Learning ethics get increasingly complicated with multiple demographic groupings. Given that sickness etiologies differ on race and gender, a diagnostic test's effectiveness may vary by these aspects. Diagnostic tests may be skewed if one demographic group reacts better than another. Figure 2 shows how a ROC curve may assess the performance of a machine learning diagnostic model with and without two demographic groups. Due to biological variances and sickness prevalence, each demographic group has a distinct ROC curve. The image shows that tuning the model and picking an optimal operating point for both demographic groups is impossible. If just one diagnostic test is employed for the population, the algorithm must be tuned to a middle ground for fairness. This paper quantifies these trade-offs in the latter portions.

Photos, surveys, and clinical data are used in global and public health machine learning. Although biological and genetic causes are most plausible, test results that differ across demographic groups may have other causes. Cultural and behavioral factors including diet, smoking, and measuring equipment design may confuse results. Environmental issues

including cleanliness, air pollution, etc. A large-population algorithm must be tweaked to be fair to all segments. Again, these options are shaped by a society's legal and ethical system.
Like medications, new algorithms are not tested or trained on all demographic groups, putting patients at risk. Data used to train or test an algorithm may come from politically strong demographic groupings in LMICs and emerging nations. This is unfair since diagnostic testing may function better on some groups than others.
This paper introduces and defines bias, fairness, and appropriate use in machine learning in global health and shows how a machine learning model can be analyzed to identify and quantify bias and fairness, even though the optimal tuning of an algorithm can depend on many factors, such as local laws and community values. This document was designed for international development and global health professionals to help create machine learning and AI standards.

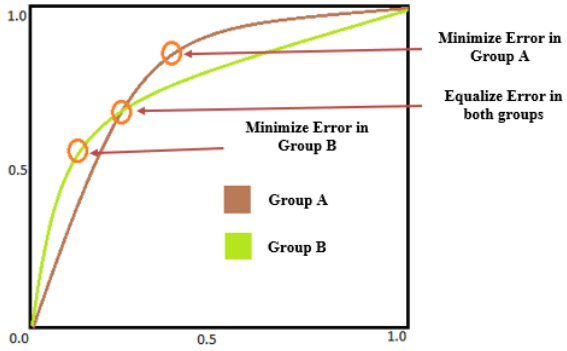

Figure 2 An example ROC curve for many groups demonstrating algorithm parameters.

2. PRIMARY THOUGHTS ON THE USE OF MACHINE LEARNING

Appropriateness, Bias, and Fairness are three key criteria for assessing artificial intelligence and machine learning algorithms in health applications.

2.1 Algorithm Matching to the Specific Problem

Assessing how and why a machine learning model is utilized in a public sector like healthcare is crucial. With the growing availability of machine learning tools, health care decision-making experiments have become frequent. Given artificial intelligence's limitations, it's equally important to assess why a computer algorithm is being used and what the program's aim is from the outset. If a decision has serious consequences, such as whether to remove a patient from life support, it should be considered whether a machine or a person should make it.
Using a machine learning algorithm requires context. An airport biometric security check might include an eye scanner to detect some cancers. This algorithm doesn't work with this hardware. When developing more advanced instruments and machine learning tools for community health professionals, we must consider whether tests are appropriate given their training and therapy options. Such challenges require moral and ethical consideration.
The algorithm's results were problematic. The computer algorithm showed that patients with asthma, COPD, or chest pain had a lower probability of dying and should not be hospitalized. The algorithm also recommended admitting those without co-morbidities due to their greater mortality risk. The result was the opposite of what an experienced human doctor would recommend: hospitalize patients with comorbidities and a history of illness and release those with minor ailments.
When this data was reanalyzed, arriving pneumonia patients with co-morbid respiratory ailments did have a statistically lower probability of death, but this was because they had more experience with respiratory issues and sought medical care sooner, decreasing their risk of

death. However, this explanation ignored the fact that such patients are more vulnerable to developing issues and having more severe illness. The health-seeking behavior of these two groups was neglected, resulting in an erroneous projection that might affect results.
This example shows that the problem was the algorithm's context and inquiry. In this case, a health insurance company may have asked the wrong question about death. The severity of the sickness and risk variables like age and comorbidities should be determined first, and the algorithm can then recommend which patients should be admitted to the hospital. Fever and respiratory diseases may have been used to predict infection severity and outcomes, but they were not.
This example shows the relevance of domain expertise and appropriate algorithm design and data selection. The algorithm's development may have been improved by pulmonologist input.

2.2 Unbalanced Data and Model Adaptation to a Specific Population

Applying machine learning to global health issues requires consideration of model and training method. The Bayesian Network has been widely lauded as a successful model. Neural net approaches like Deep Learning, which are less interpretable yet powerful, are useful for studying patient breathing sounds and tumor diagnosis in radiological images.
In global health, classification is a prominent machine learning task used in training to identify people who may have a condition like cervical cancer or who do specific behaviors like nursing. For practical reasons, the data used to train such algorithms is often unbalanced (unequal numbers in each class), hence the minority class is usually poorly forecasted, even though classification accuracies and specificities may be high. By identifying all patients as negative in a test where 99% are negative and 1% are positive, a diagnostic algorithm can achieve 99% accuracy with 0% sensitivity. As said, balancing sensitivity (true positive rate) and specificity (true negative rate) depends on the application's aims and ethical norms.
When applied in a population, a model must be adjusted to reflect class label frequency. Before utilizing it in south India, a model trained in north India may need to be adjusted. If the model wasn't adjusted to a population, misclassification errors would make bias and fairness analysis impossible.

Depending on the model, several well-established strategies can restore equilibrium to an unbalanced data collection. Below are some common methods.

- If the data set is large enough, resampling can achieve statistically meaningful group parity. When data is limited, oversampling the underrepresented group is common. Popular methods like SMOTE can intelligently randomly generate more data to extend the minority class without overfitting. In health applications, questionnaire data and medical record fields may be binary (e.g., "Does the patient have a fever? (YES/NO)") and difficult to synthesize without overfitting.
- Combining two or more models creates a "ensemble" classifier that performs well on skewed data. Bagging (bootstrap aggregation) and boosting (variance suppression, overfitting mitigation) are utilized. Adaboost and Extreme Gradient Boost are popular ensemble methods. Even while ensemble techniques may work well for radiography cancer diagnosis, they are less common in diagnostic tasks due to their complexity and lack of interpretability.
- Common machine learning models change the hyper-parameters or cost function used for optimization during training.
- SMOTE-Boost combines Adaboost with intelligent oversampling to enhance the penalty for misclassifying a minority.

To accurately anticipate the minority class, hyperparameter optimization must apply the proper criteria. Instead of seeking perfect classification,

$$Classification\ Accuracy = \frac{TP + TN}{TP + TN + FP + FN}$$

Other criteria such as the F_1 score can be chosen,

$$F_1 = \frac{2TP}{2TP + FP + FN}$$

where false positives and negatives cost more.

The Matthews correlation coefficient (MCC) is a new optimization criterion for class imbalanced binary classifiers.

Class inequality is simply one reason to modify a model for the target population. TB rates in the public may be much lower than those among hospital walk-ins.

Bayesian Networks adjust Bayesian priors based on class predominance. Logistic regression may vary the operating point by tweaking the zero-order component in the predictor function.

Logistic regression prediction model, Y,

$\hat{Y}=\beta.X_i=\beta_o+ \beta_1x_1 + \beta_2x_2 + \beta_3x_1 + etc.$

We can modify β_0 as follows to create a new modified model Y

$\hat{Y} = \beta_o+\beta_1x_1 + \beta_2x_2 + \beta_3x_1 + etc.$

Where

$\beta_o = \beta_o + \log\frac{\pi}{1-\pi} - log\frac{\breve{\pi}}{1-\breve{\pi}}$

π actual prevalence in the population

and $\breve{\pi}$ prevalence in the training data

2.3 An Explanation of Bias

Because of its positive implications of pure unbiased logic, computers were previously seen to be the ultimate solution to human prejudice and bias when making tough choices. Recent study has proven that algorithms and data used to train them are imperfect, human-made constructs.

Algorithm bias is "a systematic error or an unexpected tendency to favor one outcome over another". Bias occurs when an algorithm inappropriately relies on a data property associated to a demographic group. A fair algorithm wouldn't consider a patient's gender, race, or religion. If algorithmic bias discriminates against one patient group, it may be unethical.

Algorithmic bias has nothing to do with ethics, even yet prejudice is tied to fairness. If an algorithm is biased, a machine learning model can be tuned to fulfill fairness standards. To evaluate unfairness, compare this bias to ethical or legal norms. This article will continue to discuss fairness.

Researchers have identified over 20 types of prejudice, however they may all be grouped into implicit and explicit bias. Data sampling, algorithmic idiosyncrasies, equipment design errors, and irregular participant behavior might cause disparities. The most common bias is sampling bias, which arises when training data does not match real-world distribution. Due to unknown model variable connections, implicit bias is harder to manage. Thus, sensitive patient data like ethnicity, gender, and religion is rarely collected. Machine learning algorithms shouldn't target low-income patients, but using a patient's address or postal code may cause unconscious prejudice.

2.4 Machine learning examples with bias

The batch effect in high-throughput processing of microbiological specimens for testing causes systematic bias owing to tiny machine or environmental changes. Recent research has linked prejudice with justice. IBM and Microsoft's facial identification systems performed poorly (40%) on dark-skinned women. The main problem was the image features employed in the face identification process, which is unjust because race and facial qualities are protected information. Lowering picture contrast and adding additional dark-skinned faces to the model training batch may fix this algorithmic bias.

In 2016, computer algorithms rejected Asian passport applications with closed eyes. The algorithm rejected Asian faces since it was trained on Caucasian eyes.

Subtle biases caused by endemic cultural or socioeconomic characteristics within a group are harder to understand. Due to these differences in risk factors and disease etiology, researchers have been unable to use the Framingham Heart Study, which primarily involved white males, to develop a cardiovascular risk prediction algorithm for African-American patients. An algorithm trained on one demographic group's data cannot predict another. When an algorithm is erroneously advertised and its training data are not available to the public, consumers, or patients, it may be difficult to identify these difficulties in practice.

2.5 Mitigation of Bias

Algorithmic bias has several solutions. Examining the processing approach and adjusting data analysis and feature extraction may decrease bias in image or signal processing systems. Adjusting the sampling technique and ensuring that all classes are properly represented in the training data can also reduce bias during data collection. Adversarial learning algorithms, specific regularization requirements, and cost functions can eliminate algorithmic bias. Labeling outputs can also reduce bias. Algorithm bias is often overlooked despite these methods. Thus, bias testing must be done throughout algorithm development. This paper presents a simple case study of this method.

Prejudice isn't necessarily terrible. In a Rwandan study, a computer software identified infection from a color photo of a surgical site. The machine learning system performed well with black women, but it is unlikely to do well with white women in Ethiopia or Mexico. If only women of color were prejudiced, it may be okay. Thus, a biased algorithm may be legal provided its constraints and appropriate use are adequately stated, disclosed, and documented.

2.6 Individual vs. Group Fairness

Fairness (impartial and just treatment) can be applied to individuals or communities. We can check if a computer algorithm benefits or hurts specific people.

In an ideal world, an algorithm would be personalized to a person and checked for fairness by comparing how it treats similarly situated people. If each individual could be mathematically described as parameters in a multidimensional space, a machine learning algorithm would treat all individuals in the same neighborhood of the parametric space equally and make consistent predictions about their future behavior. Individual fairness measures consistency. This topic requires further study.

However, race, gender, and social status are protected by law in many countries. Scientific investigations have shown that sickness rates differed by race and ethnicity. African-American hypertension or South Asian diabetes). It's also known that South Asians have a lesser lung capacity than Caucasian Europeans. Pulmonary function testing employs normalized spirometry norms for ethnic groupings, while other machine learning algorithms are used

similarly across demographic groups. For pragmatic reasons, machine learning fairness measurements are usually group fairness.

2.7 Definitions of Fairness

The algorithm's impartiality matters. Unlike bias, machine learning model legality and ethics may differ by nation and culture. Machine learning algorithms now anticipate diagnostics, triage, and insurance prices. Because all of these applications have the potential to produce unfair demographic groups, a statistical approach is needed to evaluate their fairness. Fairness may be defined and verified in numerous ways to fine-tune a machine learning system.

Figure 2 indicates that the two demographic groups' false positive and false negative rates differ across ROC curves. We include the three most common fairness definitions, although probability and statistics can define many more.

- Demographic parity assumes that comparable persons have similar results. In this case, the algorithm must approve therapy for Group A and Group B patients equally. Both groups must agree.

Mathematically, this can be described as follows:

$$P(\hat{Y}=1|G=a) = p(\hat{Y}=1|G=b)$$

This definition of fairness satisfies a mathematical criterion known as independence:

$$Y \perp G$$

This prevents each group G's protected attributes from affecting the prediction algorithm Y. This fairness notion prioritizes the end result above error frequency and distribution.

- In compliance with equality of opportunity, genuine positive rates must be the same for both groups notwithstanding categorization error. This ensures equal false positives in both sets of findings. Since the real positive rate is the same as the sensitivity, the two groups must have sensitivity parity, depicted by a horizontal line on the ROC curve (Figure 2).

Mathematically, this can be described as follows:

$$P(\hat{Y}=1|Y=1,G=a)= p(\hat{Y}=1|Y=1,G=b)$$

Equality of opportunity satisfies a mathematical criterion known as separation:

$$\hat{Y} \perp G|Y$$

Fairness assures that the same percentage of patients in each group obtain proper positive test results, but it overlooks negative mistake rates.

- Positive and negative error rates must be equal to equalize chances. Both groups are equally sensitive and particular. On Figure 2, Group A's ROC curve meets Group B's.

Mathematically, this can be described as follows:

$$P\{ \hat{Y}=1|Y=y,G=a\}= P\{ \hat{Y}=1|Y=y,g=b\},y\epsilon\{0,1\}$$

If calibrated, this definition of fairness satisfies a mathematical criterion known as sufficiency:

$$\underline{Y} \perp G|\hat{Y}$$

Fairness equalizes positive and negative error rates for each group, but classification accuracy falls.

Fairness may vary by circumstance and legal and ethical norms. A college admissions algorithm should choose a particular number of candidates from each demographic category to preserve demographic parity.

It may be fairer if loan algorithms considered the percentage of applicants from each demographic category that were accepted. Because we want medical diagnostic tests to work similarly for all demographic groups, even if the number of positive tests may vary, the equality of odds requirement is often applied.

It can be shown that achieving all three fairness criterion is mathematically impossible unless both groups have similar prevalence rates or the algorithm is 100% accurate. If the equality of chances is inaccurate, it may be better to develop separate models for each group. Demographic

parity or fairness may be required for equal protection of the law. When building an algorithm for a country or region, it's important to understand local rules and integrate key stakeholders' opinions.

3. PULMONARY DISEASE SCREENING IN INDIA: A CASE STUDY

In this section, we present a case study on using machine learning to pulmonary disease screening and discuss bias, fairness, and proper usage.

3.1 CLINICAL STUDY DESCRIPTION

Lung ailment prediction systems were developed and tested. Asthma is the leading cause of disability in LMICs like India, and COPD is the second leading cause of death. Due to rural India's 1:1700 doctor-patient ratio and use of non-allopathic treatment, underdiagnosis and misdiagnosis are common. Researchers used machine learning algorithms to help primary care physicians diagnose lung problems more accurately with a stethoscope, peak flow meter, and smartphone questionnaire. The algorithms were based on IRB-approved clinical studies by MIT and the Chest studies Foundation in Pune, India. 320 people aged 18–73 and 87 healthy controls were studied.

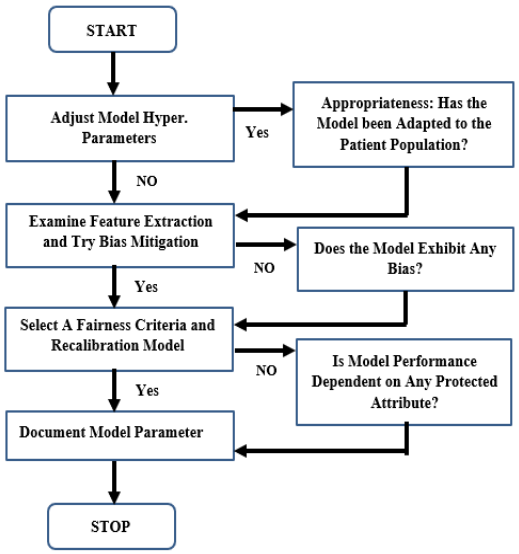

Figure 3 Process flow for pre-implementation model bias, fairness, and use checks.

The total number of study subjects for each pulmonary disease was as follows:

- 26 AR Patients
- 48 Asthma Patients
- 54 Asthma + AR Patients
- 36 COPD Patients
- 11 COPD + AR Patients
- 87 Healthy controls
- 41 Other Patients

Despite recruiting a gender-balanced sample, the dataset had 171 male and 132 female patients. Machine learning models have been created for asthma, COPD, and rhinitis. Spirometry, body plethysmography, impulse oscillometry (IOS), and lung gas diffusion testing (DLCO) were performed on all research participants to give accurate diagnostic labels and training data for the machine learning method. Based on these exams, an experienced chest expert diagnosed each patient.

3.2 Model Creation and Adaptability Analysis

We needed to know our machine learning model's aim before designing and training it. We prioritized the development of a machine learning model for decision assistance to help primary care (GP) physicians who lack lung problem expertise. We utilized a highly interpretable model and fine-tuned it to match the incidence of diseases encountered in a typical local GP practice to achieve this goal.

3.3 Model Selection and Baseline Implementation

This study uses supervised learning using a logistic regression model to ensure interpretability. Logistic regression makes coefficient analysis easy, revealing how each model component affects the overall. The machine learning model used questionnaire and peak flow meter data. Survey responses and peak flow meter data were binary variables, with the latter adjusted to the population mean before being converted.

L2 regularization was used to create a logistic regression model in Python's Scikit-learn module. 80% of the data was used for training and 20% for validation. Asthma, COPD, and AR needed separate models. While numerous patients had co-occurring disorders like asthma and AR or COPD and AR, each model's training data only contained patients with one condition. This training technique has the best AUC.

3.4 Imbalanced data correction and model tuning.

We fine-tuned the logistic regression C-parameter for each model using the grid search function in the Python logistic regression library and the area under the curve (AUC) as the optimization parameter. Next, the Python logistic regression class weights argument was used to give the minority class additional weight in the training data to compensate for the unbalanced data. The F1 score optimized this stage.

COPD, asthma, and AR models had median AUC values of 85, 75, and 95%.

These trained models were utilized for bias analysis.

3.5 Bias Analysis

3.5.1 General Considerations and Methodology

We employed trained and calibrated models for each lung ailment to assess gender and SES bias. We examined two forms of prejudice:

- We then constructed two homogenous test groups of equal size (all male and all female) and compared their AUC accuracy to check for systematic bias. We examined each population's qualitative ROC curve.
- We kept a steady test set while modifying training data to verify sampling bias. We created numerous training sets with different demographics to see if the model's mean accuracy and variance differed.

Logistic regression is deterministic, but when the training data is updated, the model's performance might vary. Model performance may vary across training cycles due to random data set assignment. Model accuracy must account for stochastic changes in training data.

Our study calculated the mean accuracy of each model and the mean of the regression coefficients after 1,000 iterations to decrease random fluctuation and focus on bias error. The model's findings were described by IQR. Variance was ignored since the distribution is not Gaussian.

3.5.2 Gender Bias Analysis

Figure 4 shows ROC curves from analyzing the model's accuracy on homogenous training sets of identical size to find systematic bias. The graphs reveal qualitative differences between the

male and female COPD ROC curves, showing a statistically significant gender bias. Women had a higher accuracy (AUC 93.6%) than males (AUC 88.5%). Asthma and RA models showed no sexism.

We created four N 104 test sets with different male-to-female ratios (50% female, 37.5% female, 25% female, and 12.5% female) to assess if this disparity was random. Each model iteration included N 104 randomly selected patients. For all iterations, N 160—80 men and 80 women—was the held-out test set. Figure 5 illustrates each experiment's data divisions, and Figure 6 shows 1,000 runs of this analysis for each of the three disease models.

Figure 6 shows a scatter plot comparing the three models' accuracy to the training set's female %. These models are unlikely to suffer from sampling bias.

However, the data show a large systematic gender bias in COPD diagnosis and a lesser one in AR diagnosis. The method benefits asthmatics of both genders.

The interquartile range (IQR) plots reveal that COPD and asthma patients had a broad range of values, with female COPD patients having more variance than male asthma patients. AR exhibited moderate heterogeneity in both sexes.

3.5.3 Socio-Economic Status Bias

To test socioeconomic bias, low-SES and high-SES patient pools were constructed using the same method.

Figure 7 shows ROC curves for two socioeconomically comparable patient groups. Asthma and AR were not biased, but COPD was, with higher accuracy in the high-SES group.

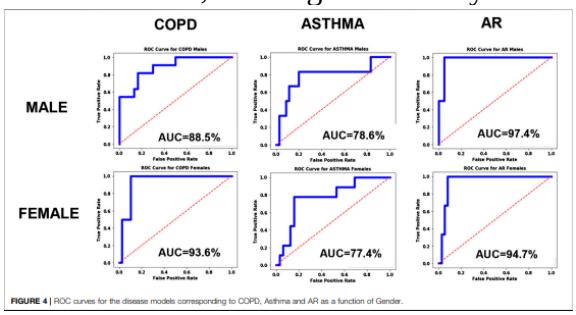

FIGURE 4 | ROC curves for the disease models corresponding to COPD, Asthma and AR as a function of Gender.

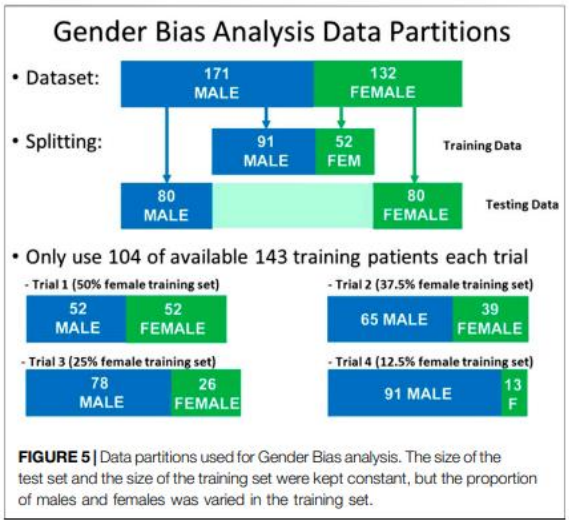

FIGURE 5 | Data partitions used for Gender Bias analysis. The size of the test set and the size of the training set were kept constant, but the proportion of males and females was varied in the training set.

To assess sampling bias, we developed a held-out test group of 58 patients with a similar proportion of high- and low-SES people. The remaining 245 patients were split into four training data pools of 50%, 37.5%, 25%, or 12.5% low-SES patients. Each research iteration

would use a random training set of N = 140 patients. 1000 iterations yielded model variance median and IQR. Figure 8 shows data partitioning for each trial, and Figure 9 shows 1,000 iterations of this analysis.

Figure 7 illustrates that for all diseases, low and high socioeconomic level do not significantly vary in ROC curves. Only for COPD, high-SES had a higher AUC than low-SES.

Figure 9 illustrates that when the fraction of low-SES patients is adjusted, accuracy remains generally similar for each disease, demonstrating that sampling in the training set is not biased. However, the variability plots showed that the AUC for Allergic Rhinitis (AR) had higher fluctuation when fewer low-SES participants were included.

3.5.4 Discussion and Investigation of Bias Results

The machine learning algorithm had a significant gender and SES diagnostic bias for COPD, but not for asthma or AR. The issue persists even when the training data is uniformly distributed among demographic groups, proving there is no sampling bias. Why such prejudice?

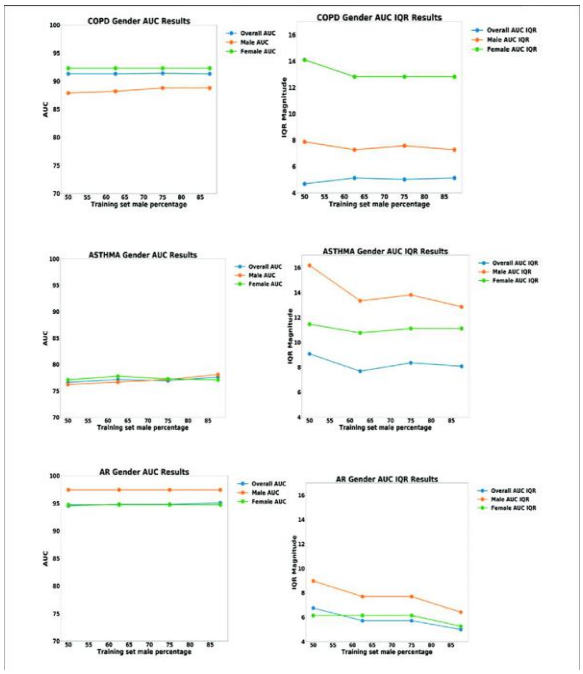

Figure 6 COPD, asthma, and AR gender bias analysis. Each figure contains three colored lines illustrating AUC accuracy for all groups, male only, and female only. Training set males vary from 50% to 100% horizontally.

We investigated COPD risk variable demographic group dependency to solve this riddle. Smoking promotes emphysema, making COPD a risk factor unlike asthma. The coefficient analysis of the logistic regression model, which revealed the smoking variable to be significant, supported these findings.

After further analysis of patient data, men and women smoked differently. Figure 10 demonstrates that men smoked more cigarettes than women. These data suggest that the gender bias in algorithms is largely due to men's higher smoking rate. There were no significant sex differences.

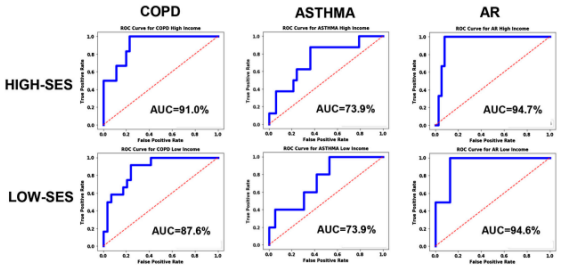

Figure 7 Income-based COPD, asthma, and AR disease model ROC plots.

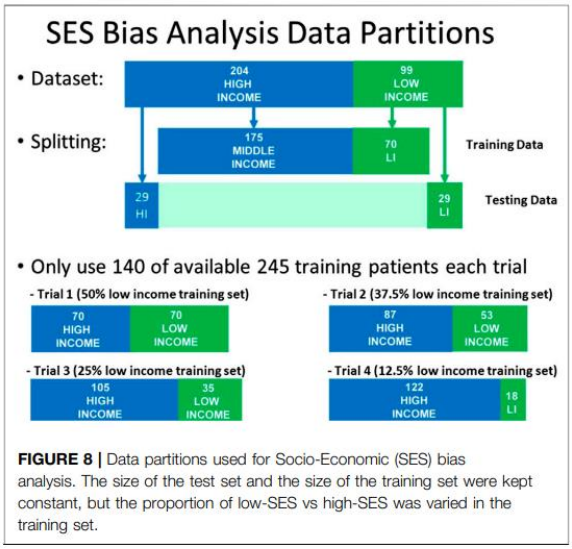

FIGURE 8 | Data partitions used for Socio-Economic (SES) bias analysis. The size of the test set and the size of the training set were kept constant, but the proportion of low-SES vs high-SES was varied in the training set.

Smoking data helps explain why the model works better for women than men. The model predicts COPD better in women since smokers are absent.

In the COPD model's SES bias study, we examined the two groups' smoking patterns (Figure 11). The high-SES group is mostly non-smokers, whereas the low-SES group is evenly split between smokers and non-smokers. This suggests that the slight but considerable diagnostic accuracy discrepancy between high- and low-SES individuals is largely due to smoking rates. High-SES patients, like women in the gender bias analysis, had greater COPD model accuracy. Smoking uniformity among high-SES patients may explain this.

The bias study suggests using distinct COPD models for women, males, smokers, and non-smokers. However, we were unable to use gender-specific models. A smoker-specific model might be useful for health insurance rate predictions, but not in this case. Singling out smokers would prevent punishing all male patients with increased insurance premiums.

Another key discovery is the AR disease model's socioeconomic stability. Figure 9 indicates that the model's IQR variability increases considerably when the fraction of low-socioeconomic patients decreases. The AR disease model improves when socioeconomic backgrounds are included.

3.6 Fairness Considerations

3.6.1 Understanding Bias to Improve Fairness

Our COPD prediction model yielded different ROC curves for men and women (Figure 2), and a similar but less significant bias was seen for COPD and SES. If these biases remain, our COPD prediction model may be unfair. The bias here is caused by patients' smoking behaviors and cannot be eliminated. We chose a fairness criteria that the algorithm could apply to assure fairness when bias was present.

After analyzing numerous fairness definitions, we chose the equality of odds fairness criteria and changed the model's threshold to intersect the ROC curves for males and females. This

change somewhat decreased female categorization accuracy, but both sexes had similar results at 89.2%. In the COPD model, this change affected both socioeconomic groupings similarly.

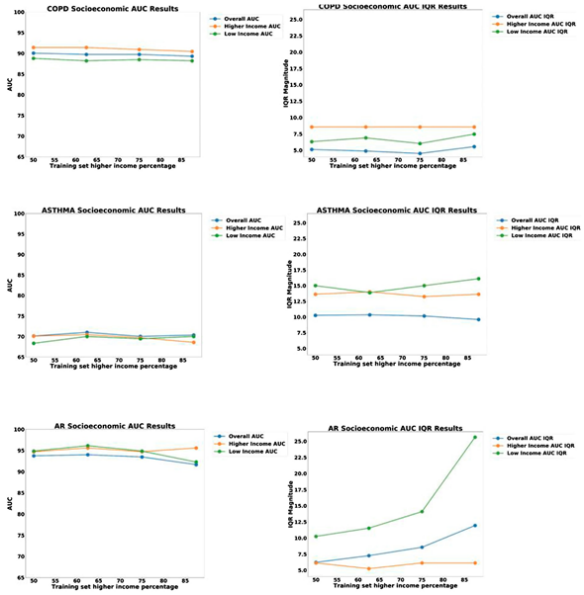

Figure 9 Socio-economic (SES) bias research results for COPD, asthma, and AR diagnostic models. AUC accuracy is plotted for all groups, High-SES alone, and Low-SES only. The horizontal axis displays high-SES training set patients from 50 to 100%.

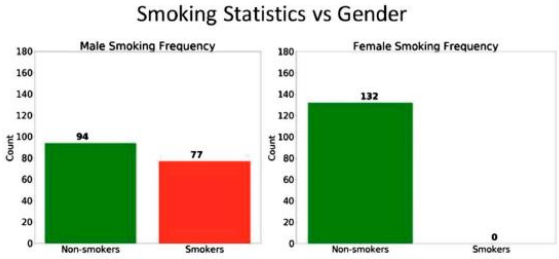

Figure 10 The percentage of men and women who smoke and who don't smoke.

4. CONCLUSION AND RECOMMENDATIONS

4.1 Machine Learning Challenges in Global Health

The introduction and case study cover fairness, prejudice, and appropriateness. Since LMICs may lack legal oversight of machine learning and anti-discrimination rules, these issues are magnified. Economic disparities in many poor nations make it harder to provide fair access to and profit from these technologies.

Electronic medical records (EMR) can help expand machine learning and artificial intelligence, but they also offer risks. A recent US study found that machine learning algorithms that employ electronic health care data favor low-income and minority communities because they cannot afford continuous medical treatment. Mobile phones offer an intriguing opportunity to bring artificial intelligence to new populations through consumer-facing mobile apps and tools for community health care workers, but they also pose new risks for misuse and health disparities. When using AI and ML to global health, there are several difficulties, including justice, prejudice, and appropriateness. As this technology evolves, technical competence, education, public image, and cultural sensitivity must be addressed.

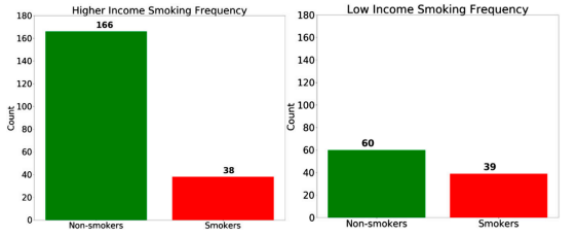

Figure 11 Smoking rates by socioeconomic class.

4.2 Recommendations for Fairness, Bias, and Appropriate Use

Disease and human behavior are only two examples of how global health systems are multifaceted and often concealed. Machine learning studies require crude approximations of these processes, but they must be done carefully and with domain expertise to avoid errors. Based on what has been mentioned, we may offer some broad principles for applying AI and ML in global health:

1. Machine learning models answer specific questions. As many health care decisions have unanticipated consequences, it's important to ask the right question. As machine learning and AI expand beyond diagnostic tools into health care access, medical triage, and insurance coverage, it is important to remember that no decision-making tool is perfect and that some important decisions may be better left to humans.
2. Publicize vital facts. As machine learning models get more complex and new models like deep neural networks are developed, explaining a computer's judgment may become harder. "Black box" models can be useful, but not always. Interpretable models are recommended for human-involved decisions like patient diagnosis since they allow for staff appraisal and consensus.
3. Algorithms are not flawless and depend on context, hence data and algorithmic provenance must be disclosed. Algorithms depend on training data and model optimization requirements. To ensure fairness, institutions and people using the model should have this information. Using an algorithm "off-label" might lead to unexpected or unfair results, so it's better to avoid doing so. The government's regulation of algorithms is still in its infancy, but it's likely to be regulated way the FDA does medicines.
4. Respect Bias Bias must be checked throughout the computation, including the training data features. While sampling bias and implicit cultural bias may contribute to bias in other machine learning application domains (finance, employment, law enforcement, etc.), health contains true systematic bias inherent in biological processes that may not be mitigated or "repaired." Race and ethnicity affect sickness prevalence, hence they cannot be ignored in health. If a single algorithm consistently produces very different results for one patient group compared to another, it is best to create a new algorithm for each group.
5. Since "fairness" can be interpreted in numerous ways, it's important to agree on a metric and criterion to optimize. This requires more than technical understanding and involvement from everyone with a stake in the algorithm's success, including affected communities. Even though individual fairness is a good ideal and most laws are written with respect to group fairness, trade-offs and compromises will often be needed to reconcile how the benefit and risk will be shared across multiple groups when applying machine learning decisions.
6. This article provides guidelines for using machine learning to health applications. The health industry is complicated, thus algorithm design must be influenced by a strong understanding of the area to prevent unexpected repercussions. Applying AI and ML will have a substantial positive impact.

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Leadership Styles Towards Sustainability of Human Resources in an Aviation School

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ABSTRACT

Different leadership styles are proven to affect the productivity and performance of employees. Human resources are responsible for developing effective leaders who can meet the demands of the organization and its employees. The method used for this research is a qualitative-descriptive approach. Using the Path-Goal theory's leadership styles, employees discussed their different perceptions and experiences with the different leadership styles. Achievement theory is used in this study to assess the success of employees. This study aims to determine the impact of directive, supportive, participative, and achievement-oriented leadership in attaining the success of rank-and-file employees. At the end of this paper, a leadership development strategy is provided in order to address the needs of Air Link International Aviation College's needs in terms of leadership development.

Keywords: Leadership Style, Employees' Success, Leadership Development

1. INTRODUCTION

As the years progressed, the role of the human resource in the organization becomes more challenging because of the crisis in skill gaps that need to be responded to by hiring and training people for them to be well-equipped and effective leaders that direct employees and ensure that there is a source of talents who are capable of leading. The human resource department must maintain and improve leadership development programs and recognize leadership capabilities (Chambers, 2021). Through this, leaders or potential leaders are empowered which helps them successfully perform their roles. Human Resource is also in charge of understanding the demands of the leadership that the company is currently implementing in line with its business strategies and objectives (Eades, 2020).

Leadership styles in terms of directive, supportive, achievement-oriented, and participative have a significant role in influencing and inspiring employees to realize their full potential to achieve important tasks and goals. Over the years, different leadership approaches have been practiced in organizations to guide employees toward contributing to the organization's productivity. Thus, human resources must observe how leaders in the organization can be trained to become effective and efficient leaders. Moreover, to support the management, leadership development programs should be created to open opportunities and identify potential leaders so their skills can be developed through training. The human resource is responsible for ascertaining what leadership style is effective for the company and for facilitating what type of leadership should be practiced by the management (James Cook University, 2019).

In a study conducted in Malaysia by Basit et. al (2017), leaders who encourage employees to voice out their opinions and be involved in decision-making have a great impact on the performance of employees. On the other hand, in a study by Rioveros (2021) conducted in a Philippine airline company, leadership that promotes employee empowerment, is open for change, and drives motivation is more applicable to the employees of this industry.

Determining the right leadership style in terms of directive, supportive, achievement-oriented, and participative in directing employees to achieve success has been a continuous challenge for many leaders and organizations. In the workplace, employees rely on the guidance and leadership of the managers for a better and smooth workflow. Since different leadership styles bring different outcomes, a leader needs to understand the different kinds of leadership styles and their impact on the organization to achieve continuous efficiency. Hence, practicing an appropriate leadership style in the workplace that will deliver success is a must (Rioveros, 2021). Gadirajurrett et. al., (2018) supported that there is no specific leadership behavior that will fit and be effective in all situations, which is why every organization needs an effective leader that will incorporate a specific leadership style that will match to specific needs of the employees and the whole organization (Madanchian et. al., 2017).

Moreover, for a superior to be effective, it is recommended to not just practice a singular style of leadership, instead, multiple leadership styles should be adopted when handling employees at work. Leadership should also have an effective flow of communication to keep

the employees working on the right track with the right work behavior (Diuno, 2018). Leaders must facilitate an effective line of communication wherein employees will feel seen, heard, and guided, especially, as they adapt to the New Normal setting at the workplace. This sudden shift urges leaders to be more compassionate and understanding when it comes to the concerns and needs of employees for it affects their performance in achieving organizational goals (D'Auria & de Smet, 2020).

Leadership styles affect how employees perform (Basit et. al., 2017). Leadership style has a direct impact on employees' performance which either results in an increase or a decrease (Almer et al., 2017). Leaders have the power to influence change in an organization. By giving the right amount of support to employees, they can establish a healthy working environment for everybody. Effective leadership is said to contribute to improving the morale and motivation of employees (Fakhri et al., (2020).

From the literature presented, the researchers learned that human resources are responsible for producing new leaders that can meet the needs and demands of the employees, leaders that can adapt to the rapidly changing business environment and ongoing demands of the industry, and leaders that are capable of inspiring and motivating people to strive harder and fulfill their career goals. Human resources must assess what leadership style should be implemented by the management and ensure its effectiveness. For this reason, the researchers decided to conduct this study to further gain knowledge and to understand how to address the leadership gaps that are identified through the findings. Furthermore, the researchers chose this study to provide information and a plan of action that aims to improve the quality of leadership, understand the employees' goals, and help the human resource to formulate new strategies that will open opportunities for the path to employees' success.

For this study, the researchers chose rank-and-file employees as respondents. According to article 219 section (m) of the labor code of the Philippines, the rank-and-file employees are those who are not from the managerial and supervisory level of employment. They are the ones who experienced being led the most by the people from the upper management, thus, the researchers believed that the employees from the lower management will provide the sufficient information needed for this study.

This research aimed to determine the impact of leadership styles in attaining the employees' success and to create a leadership development strategy that will benefit the organization to demonstrate an effective and efficient leadership style that achieves organizational goals and empowers employees. In addition, this research aimed to know the goals of employees through a qualitative approach. The success of employees differs from employee to employee, therefore, the company must have a better understanding regarding it to give the employees the proper support needed through leadership styles. Hence, by conducting this study, the researchers identified the gaps in the superiors' leadership style which influences the employees toward achieving success.

Moreover, the purpose of this study is to help the Human Resource Department of the institution to support their employees in working towards their goals through the creation of

applicable strategies in terms of leadership. The researchers developed a leadership development strategy to provide knowledge on how to address the leadership gaps within the organization and provide information about its impact on the success of their employees. Also, this study is beneficial to the human resource departments of other companies, future researchers, the academe, and individuals who aim to further extend this research for academic purposes or to help organizations improve leadership toward employees' and organizations' success.

Leadership Theory of Path-Goal

Professor Robert House developed the Leadership of Path-Goal Theory, which is a theory that focuses on the idea of what leadership styles would fit in certain situations that would lead to attaining the goal. Leader's behavior can be based on two factors: environmental (culture, norms, policy, current situation, and the resources available) and employee's characteristics (ability, skills, and needs). However, for this study, the researchers will only focus on leadership styles provided in this theory.

House provided 4 leadership styles or behaviors that leaders could possess depending on the situation:

1. Directive - Leaders give commands and guides to employees, inform them about the objectives and how a certain job has to be completed, and direct them in every task assigned.
2. Supportive - Leaders show more empathy and care and they assure to give constant support to the employees. Usually, leaders put a lot of trust in their members.
3. Achievement-oriented - Leaders are strict in setting complex or challenging goals. They set high expectations for the employees because they trust in their abilities and are confident that they can attain their goals.
4. Participative - Leaders ensure that employees are involved and taking part in problem-solving. They prefer collaborative work, open to opinions and suggestions from the team (Olowoselu et al., 2019)

In this theory, leaders, such as supervisors and managers, are responsible for communicating, directing, and leading the path to achieve the employee's goals and organizational success (The Path-Goal Theory of Leadership, 2020).

House's theory is used by the researchers in this study, the leaders of the UST Angelicum are classified using the four leadership styles that lead to the path to success. Aside from the organizational goals that they must attain, employees have different goals. This theory will aid the researchers to know and understand the impact of leaders and these leadership styles on achieving employees' success.

Achievement Theory of McClelland

The Achievement Theory of motivation is a theory by a Harvard professor named David McClelland. This theory states that every human has three needs or desires. A person can be motivated by three things: power, achievement, and affiliation. According to this theory, one person may have a dominant need, but he/she will have all three.

1. Achievement - A person's motivation is to achieve their goals and succeed. They are usually not productive when in teams because they like to be solely in charge of meeting their needs and goals.
2. Power - A person is motivated to inspire others and be a leader that can influence people. They like to be the ones leading the way for others and making decisions to solve problems, most likely they will be successful leaders.
3. Affiliation - A person's connection and relationship with other people are their main motivators. They usually prefer to work with teams and are content with the employee position they are in (Kurt, 2022).

The theory of McClelland will be used by the researchers as the basis for determining the employees' success. Since success may be different for every employee, McClelland's Three Needs Theory will be the guide for the factors that employees consider as their success (power, achievement, affiliation).

1.1 Statement of the Problem

This study aims to understand and determine the impact of leadership style in attaining employees' success. The researchers want to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
    1.1. Age
    1.2. Length of service
2. What are the goals of rank-and-file employees in terms of:
    3.1. Achievement
    3.2. Power
    3.3. Affiliation
3. What is the rank-and-file employee's assessment of their superiors in terms of:
    2.1. Directive
    2.2. Supportive
    2.3. Achievement-oriented
    2.4. Participative
4. What is the impact of leadership style in attaining employees' success?
5. What leadership development strategy should be implemented to support employees in achieving success?

1.2 Conceptual Framework

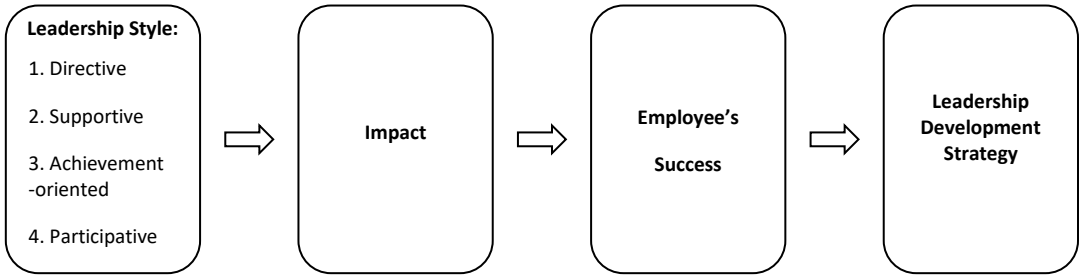

Figure 1.
Conceptual Framework

Based on the conceptual framework, through an interview, the employees defined their goals, assessed the leadership styles of their superiors, and described the leadership styles' impact on attaining their success. The information that the researcher gathered from the rank-and-file employees of ALIAC helps the management to understand what improvements should be made to demonstrate an effective leadership style to support their employees in attaining success. The data assessed from this research are used as the basis for creating an effective leadership development strategy that may be implemented in the company. In the leadership development strategy, a plan of action is provided and recommended by the researchers from the obtained results to provide effective and applicable strategies in leadership that will help employees to become accomplished and also achieve the objectives of the management in terms of leadership.

2. DESIGN

The researchers utilized a Qualitative Approach for this study. This aims to gather information about the insights, experiences, and opinions of the rank-and-file employees of the ALIAC regarding the impact of leadership styles on attaining their success. Also, the researchers used the Descriptive Method because this study requires the employees to describe their success and the impact of leadership styles on it. Through a Descriptive-Qualitative Approach, the respondents were able to freely express their answers to the interview questions conducted by the researchers.

2.1 Selection and Study Site

The researchers used the purposive sampling method for this study. Using this non-probability sampling technique, the researchers were able to analyze and know the impact of leadership style in attaining employees' success and acquire the data needed from the respondents who are identified as the 23 rank-and-file employees from the Non-academic offices of ALIAC. The non-academic offices consist of Administrative Affairs Division, Financial Affairs Division, and Academic Division. The rank-and-file employees are ordinary workers who belong to the lower management. Thus, the researchers chose them as the respondents for they perform their daily tasks at work under the supervision and direction of individuals from higher positions. The data gathering was conducted onsite at the campus of ALIAC and online via Google meet.

2.2 Data Measure

To gather the necessary data, the researchers formulated a set of open-ended interview questions that are aligned with the problems identified in this research. The questions are divided into three parts; the first part consists of questions regarding the employee's goals, questions are derived from the Achievement theory by McClelland; the second part consists of questions about the leadership styles (directive, supportive, achievement-oriented, and participative), the researchers used leadership theory of Path-Goal by Robert House; for the

third part, it consists of questions regarding the impact of leadership styles in attaining the success of employees. To ensure that all the necessary information is gathered, the interview questions that were given to the respondents enabled them to freely express their answers.

2.3 Data Collection Procedure

As stated in the policies under the Data Privacy Act of 2012, the researchers ensured the confidentiality of all the information and data that were gathered from the respondents who are rank-and-file employees of ALIAC. Below is the Data Gathering Procedure that the researchers followed to gather the needed data for this study.

1. The researchers formulated the interview questionnaire, aligned with the statement of the problem, which was validated by the 3 questionnaire content validators.
2. The researchers have acquired permission to conduct interviews from the Research Department Head and Human Resources Head before conducting the in-person interview.
3. The researchers then proposed a schedule for the interview to the department heads and acquired permission.
4. The researchers first used informed consent to seek the permission of respondents to participate in the research interview.
5. With the use of the approved and validated interview questionnaire, the researchers conducted the interviews with the respondents which took 4 days.
6. The qualitative data were analyzed by the researchers and formulated a leadership development strategy.

2.4 Ethical Consideration

The researchers used informed consent in collecting data from the respondents. The researchers first gave information about the study before obtaining consent. Through informed consent, the respondents are briefed about the objectives, risks, and benefits of the research before they volunteered to participate in the interview (University of Oxford, 2021).

2.5 Data Explication/Mode of Analysis

The data collected from the respondents are tabulated and summarized and the method used to analyze the data gathered is the thematic analysis. The thematic analysis is a qualitative method in which the qualitative data is identified, analyzed, and interpreted into patterns of themes (Braun & Clarke, 2017). The answers of the respondents are organized using codes and themes to analyze the pattern in the data collected. Upon analyzing the data, the researchers were able to come up with the findings and draw conclusions for this research.

3. FINDINGS

3.1 The demographic profile of respondents

The respondents are the **23 rank-and-file employees** from the divisional offices of Air Link International Aviation College (ALIAC) who belong to the age range of 22-56 years old. In terms of years of service, employees 1, 2, 4, 5, 7, 9, 14, 16, and 20 are the respondents that

have only been staying at ALIAC for less than a year. The rest have been in service for 1 to 18 years. Based on the qualitative data, the following are the findings regarding the relationship between the respondents' demographic profile and their needs:

- 9 out of 11 respondents **whose length of service ranges from 2 months to 1 year** have a high **need for affiliation**.
- 3 out of 3 respondents **whose length of service is 6 years** have a high **need for power**.
- 8 out of 9 respondents **whose age ranges from 22-30 years old** have a high **need for affiliation.**
- 10 out of 14 respondents **whose age ranges from 31-56 years old** have a high **need for achievement.**

3.2 The goals of rank-and-file employees

Dominant Need of Employees

After analyzing the gathered data, the researchers are able to determine the dominant need of the employees in ALIAC which is the need for affiliation. 15 out of 23 respondents revealed that they aim to build connections and relationships with other people at work. They also stated that they prefer and are comfortable working with a team. The second dominant need is the need for achievement which is revealed by 11 out of 23 respondents. The researchers also discovered that 7 out of 23 respondents have high needs for both achievement and affiliation. On the other hand, the need for power is the less dominant need of the employees in ALIAC for it is only identified in 3 out of 23 respondents.

A. Need For Achievement

The goal is to complete a task and have a good job performance

Based on the data collected from the respondents, the support staff's priority and goal are to complete all the tasks assigned to them and perform their job effectively. Completing their task is what they considered their success.

Respondents were asked if they want to have the authority or be promoted, and the majority of the respondents answered that they are not aiming to be in a higher position and be promoted. Since the respondents are too focused on completing their current tasks, they expressed that being in a higher position means that there will be more responsibilities for them. For certain tasks, they believe that they can lead the other employees but as of now they only aim to improve, and they do not want to handle more tasks and responsibilities.

B. Need For Affiliation

Building connections and relationships with co-workers

The majority of the respondents expressed that they have a strong need in building connections not just with their co-workers or employees of other departments but also with the students in ALIAC. Having a strong bond with the people around you in the workplace makes it easier to perform tasks and find support whenever you encounter problems at work. Although tasks are assigned individually, employees prefer to work with a team because they feel that they are more comfortable and productive.

3.3 Rank-and-file employee's assessment of their superiors' leadership style

Dominant Leadership Style

After analyzing the qualitative data, the researchers discovered that the dominant among the four leadership styles of superiors in ALIAC is the participative leadership style. 22 out of 23 respondents revealed through their experience that their superior is participative. The second dominant leadership styles that the superiors are practicing in ALIAC are directive and achievement-oriented which is stated by 21 out of 23 respondents. On the other hand, 18 out of 23 respondents claimed that their superior is a supportive leader which makes it the less practiced leadership style.

Directive leaders provide adequate guidance and direction

To determine the experiences of employees under a directive leadership, the respondents were interviewed and some of them revealed that their directive superior gives them guidance and clear instructions which help them finish their tasks and keeps them on the right track.

Directive leadership style is effective

The majority of the respondents claimed that a directive leadership style is effective for them in terms of completing their tasks and in fostering their growth as employees. Respondents revealed that they are fine and grateful for being guided constantly.

The negative side of a directive leader

On the other hand, some respondents expressed their opinions and bad experiences under a directive leader. Unclear instructions, inappropriate tasks, bossy behavior, less interaction, creativity restriction, and consecutive commands in a certain given time make the directive leadership style ineffective to the employees.

Supportive leadership style is effective

According to the findings from the data collected, the majority of the respondents revealed that their superiors are supportive. The superiors provide support to the employees' growth, give advice, and value their well-being. Also, some respondents stated that they received emotional support and a lending hand from their supportive superior whenever they are struggling at work or have personal problems.

Unsupportive direct superior

Conversely, 4 respondents claimed that their direct superior does not practice a supportive leadership style while their indirect superiors are practicing it.

Constant support boosts employee morale and increases productivity

Respondents were asked about how they feel about the constant support their supportive superiors are giving them, the majority responded that they feel grateful, overwhelmed, happy, motivated, inspired, and empowered. Being supportive to the employees increases their productivity at work, allowing the employees to contribute to the organization.

Achievement-oriented leaders help in achieving goals quickly

Some of the respondents stated that their achievement-oriented superiors help them in achieving tasks quickly by giving them opportunities, and encouragement, implementing an effective system, and allocating and organizing tasks to accomplish.

The negative side of an achievement-oriented leader

On the other hand, when some respondents were asked about their experiences and opinions under achievement-oriented superiors, they revealed that superiors who are practicing this type of leadership style are too focused solely on achievements and tend to be selfish at times. In addition, some of the respondents feel stressed whenever they are given a complex task with high expectations.

Participative leadership style fosters teamwork and collaboration

The respondents described their experiences with a participative leader, and they stated that superiors in ALIAC are mostly participative. Their superiors allow them to partake in discussions, exchanging of ideas, and decision-making as they work as a team.

Employees feel heard, involved, and important

The respondents expressed their feelings and thoughts about being able to participate in decision-making. The majority revealed that they are happy when their concerns and ideas are being heard and acknowledged. They feel important, trusted, and grateful when they are involved in discussions and are able to make contributions to the team.

3.4 Impact of leadership style on attaining employees' success

Positive Impact of Leadership

Respondents believe that their superior's leadership style has a positive impact on them, their leaders are able to help them to improve their skills and achieve success. It also makes them perform their duties easier because of the support and guidance their superiors give them. The employees are able to discover new opportunities, increase their motivation, and grow as a professional.

Negative Impact of Leadership

While the majority of the respondents answered that their superior's leadership has a positive impact on their success, five respondents feel that it is ineffective to them. They find it difficult to communicate with their superiors because there are times that they were given unreasonable tasks and their safety was compromised. These employees think that they did not learn from

their superior, sometimes it is hard for them to perform their tasks because of lack of guidance and support from their superior, they feel that they can only rely on themselves.

4. DISCUSSION

Based on the findings, the majority of the employees have a higher need for affiliation while the need for achievement is their second higher need. For the support staff of ALIAC, success is to be able to perform all of their duties and be able to serve the organization. Moreover, employees also stated that they value connection with the other employees in the organization. To the majority of the respondents, promotion is their least priority, and they are content with their current job positions.

The findings showed that the participative leadership style is the most dominant style among the four. Participative superiors allow the employees to be involved and partake in decision-making. Leaders make employees feel that they are important and that they can contribute to the organization. Employees are grateful that their participative superiors believe in and trust them. Directive and Achievement-oriented leadership are the second most dominant leadership styles. Directive leaders are effective when it comes to providing directions and guidance to employees. Sometimes, directive leaders can be perceived as bossy and ineffective when they lack empathy and discernment. Achievement-oriented leaders help employees to achieve goals and to organize and finish their tasks quickly. The negative side of this leadership style is that some superiors tend to be overly focused on achievements itself which makes them appear selfish. Setting high expectations for employees can cause them to feel stressed and unmotivated. Supportive superiors are helpful in the individual growth of employees, they make employees feel comfortable in working and sharing even their personal problems.

The majority expressed that their superior's leadership style has a positive impact on achieving their different goals and success. It is helpful in terms of providing their needed support and guidance to complete their duties and also to improve their abilities as an employee.

CONCULUSION

Based on the findings, the researchers concluded that the majority of the superiors in ALIAC are practicing a participative leadership style. Next to it are the directive and achievement-oriented leadership styles while the supportive leadership style is less practiced among the four. Also, most of the respondents have encountered these leadership styles from the same superior which led the researchers to conclude that most of the superiors in ALIAC are practicing a mix of the four leadership styles. The researchers also concluded that the dominant need of employees is the need for affiliation. The second is the need for achievement and the last is the need for power.

Effective leadership reflects on the performance of the subordinates and all the employees from the lower level. The employees' priority is to complete all the tasks that are assigned to them, have a good performance, and be able to serve the organization and cater to all its needs. Building connections and relationships with other employees are also important because it helps to have a good working environment, strengthens teamwork, and encourages collaboration and exchange of ideas. Employees that aim for promotion need more guidance to

prepare them to take over higher positions and handle new roles in the organization. If the employees receive support from their superiors, they are more confident to finish their tasks and face new and challenging jobs.

In the interview conducted, gaps in leadership are identified in terms of communication, interpersonal skills, knowledge, and effectiveness of leadership styles. After concluding the findings of this study, the researchers recommend the following:

1. Develop a strategy that will help the rank-and-file employees in attaining their success while working in the institution.
2. Improve the current and existing strategies of the human resource and the organization that supports employees and develops leaders.
3. Create a plan that addresses the leadership gaps of superiors to possibly demonstrate effective and efficient leadership that empowers employees.

Leadership Development Strategy

As part of the objectives of this research, the researchers provided a leadership development strategy that involves recommendations of the areas that need to be focused on in order to improve the leadership of the organization. In addition, the researchers formulate this plan to help the human resources of the organization with its objective of developing a diverse workforce of motivated employees and its role in learning and development. Based on the findings of this study, in order for the superiors in ALIAC, to be more effective in helping to attain the employees' success, it is recommended that they improve the following:

1. **Understanding Employees' Success**

   In terms of attaining the success of employees, leaders can attend to the needs of the employees by:

Table-1: Understanding Employees' Success

Need for Achievement	11 out of 23 respondents revealed that they have a higher need for achievement. Employees are focused on accomplishing all the tasks assigned to them. It is recommended that the leaders help the employees of ALIAC achieve these goals to attain success by providing guidance in the whole process of completion of the task. ● Encourage the employees to apply their knowledge and problem-solving skills to achieve their goals. ● Offer coaching and mentoring about how they can effectively manage and complete their tasks.
Need for Affiliation	Aside from achievement, 15 out of 23 respondents showed that they have a high need for affiliation. Employees expressed how important it is for them to create connections and establish a good bond with their co-workers for it creates a healthy and comfortable working environment. It is recommended that the leaders help the employees of ALIAC achieve these

	goals to attain success by allowing employees to collaborate with other employees and helping them build connections and relationships with employees in other departments. ● Provide quarterly events and exercises that will help to improve the relationship of employees. ● Conduct team building.
Need for Power	Respondents from ALIAC explained that they are content with their current position and consider the need for power as their least priority. Only a few aims for promotion, nonetheless, it is recommended for the leaders to help the employees of ALIAC in achieving this goal to attain success by preparing the employees to be the next leader and to handle more complex tasks. ● Show support and build their confidence and morale. ● Provide mentoring, coaching, and training to help equip them with the necessary skills for the higher position.

2. Improvement of Leadership Styles

The findings showed that the majority of the superiors in ALIAC are practicing a participative leadership style. Next to it are the directive leadership style and achievement-oriented leadership style while the supportive leadership style fell last. It is also concluded that most of the superiors are practicing a mix of these four leadership styles. The following gives information on how to further improve each leadership style and ensure its effectiveness in alignment with the findings:

Table-2: Improvement of Leadership Styles

Directive Leadership Style	● Provide clear commands properly and professionally. ● Ensure that all instructions and workloads are in alignment with the job description of employees and the objectives of the organization. ● Provide adequate guidance to foster employees' growth and to keep them on the right track at work. ● Giving ample time for the employees to finish tasks is a must to produce quality work. ● This leadership style is best for employees with high needs for achievement and power. ● Directive leadership style should be practiced properly on employees whose work requires creativity and innovation.
Supportive Leadership Style	● Provide emotional and professional support along with proper guidance. ● Encourage employees to attend training, seminars, or workshops. ● Constant support should be given to employees for it helps in boosting their morale and productivity at work.

	• This type of leadership is best for employees with high needs in achievement, power, and affiliation.
Achievement-oriented Leadership Style	• Assign tasks to employees that will allow them to grow. • Set clear goals while considering the complexity of tasks and the well-being and capability of employees. • The target dates of goals must be organized and reasonable. • Leaders in this type of leadership should have an equal focus on the goals, process, and the person/team working to achieve them. • Encouragement should be given to employees while working towards that goal. • This leadership style is best for employees with high needs for achievement and power.
Participative Leadership Style	• Regularly set meetings with employees. • Participates and collaborates with the team. • Consult the team and acknowledge their ideas and concerns so they will feel more involved, heard, and important to the organization. • Foster a work environment that values trust. • This leadership style is best for employees with high needs for affiliation. • Participative leadership style should be practiced on employees whose work requires creativity and innovation.

3. Improvement of Leadership Skills

To improve the leadership of superiors in ALIAC, the researchers recommend improving the following leadership skills:

Table-3: Improvement of Leadership Skills

Communication	Employees rely mostly on the instructions given by their superiors in completing their tasks. That is why leaders must know how to communicate well with their subordinates, they must improve their oral and written communication to ensure that they provide clear instructions and avoid misunderstandings. • Use appropriate language and terms that are easy to understand. • Utilize communication channels that are easy to access and navigate (E-mail, Facebook Messenger, and text/call).
Interpersonal skills	Leaders must establish a good relationship with their subordinates by showing empathy when communicating and making them feel that there is someone that will support them and someone who understands them.

	● Be open and willing to listen to the concerns, ideas, and suggestions of employees ● Treat them with respect and show that they are trusted by their superiors.
Continual Learning	Undergo more training to improve leadership and understand the role of their position. Lack of knowledge and experience will lead to ineffectiveness and failure to comply with organizational tasks. The employees will be affected by the gaps in leadership which will result in work stress and a decrease in productivity. ● Offer mentoring and coaching. ● Provide workshops and training to continuously update skills.
Time management	Employees felt left out due to the physical absence and the divided attention of their superior between their department and other departments. A leader must maintain their interaction with their subordinates within their department to strengthen bonds and to prevent making them feel they are left on their own. ● Create a timeline for the completion of tasks or projects. ● Schedule frequent monitoring and consultations with the employees.

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COVID 19 and Plight of Women (With Special Emphasis on Indian Women)

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ABSTRACT

The COVID 19 pandemic has forced the world to embrace a new normal, and emerging evidence on the impact of COVID 19 suggests that women's economic and productive lives have been affected disproportionately and differently from men. According to International Labour Organization, in developing economics, 70% of women work in the informal sector with few protections against dismissal or for paid sick leave and limited access to social protection. In India, the nationwide lockdown imposed by the Government has left millions of migrant labour unemployed and starved for food, placing a huge financial burden on their women, who contribute substantially to their household income. We will review the adverse impact of COVID 19 on the income and jobs of working women and housewives, especially domestic workers, health workers and women working in sectors such as manufacturing, home-based activities for assembling production, teaching, coaching and agriculture-based activities. On an average, women spend two times as many hours as men doing unpaid caregiving work as well as domestic work. With health facilities being overburdened and non COVID 19 related health and social services being scaled down, women will be primary unpaid caregivers to ailing family members. Women's greater involvement in unpaid care economy could also impact their already low workforce participation rate. In India, participation of women in the labour force has been trending downwards for the past several years. By occupation, approximately 80% working women in India have been engaged in agriculture, health, education, paid domestic work, and manufacturing sectors. During COVID 19, the socio-economic conditions of girls and working women have adversely affected their working conditions, exposing them to a high risk of exploitation and abuse for their economic survival. Restrictive social works, gender stereotypes, home quarantine and diversion of resources to respond to the COVID 19 pandemic can limit women's ability to access health services. Global lockdowns have led to several women being stuck at home with their perpetrators and incidents and reports of violence against women has been on a risk. Evidence from the South East Asia region shows that seasonal male outmigration is linked to the reduction in gender-based domestic violence. Women's health services has also been severely impacted due to the COVID 19 emergency. Multiple reproduction has also put severe strain on their mental health.

Keywords: COVID 19, Women, Workers, India, Gender.

INTRODUCTION:

The year 2020, which marked 110 years of International Women's Day and the 25th anniversary of the Beijing Platform for Action, was intended to be ground-breaking for gender equality. However, with the spread of the COVID-19 pandemic, even the limited gains made in the past decades are at a risk of being rolled back. According to United Nations (UN) (2020), the pandemic is deepening pre-existing inequalities, exposing vulnerabilities in social, political, and economic systems, which are in turn amplifying the impacts of the pandemic.

The spread of COVID-19 has affected almost all countries around the world and all sections of the society. According to agencies and researchers, economic growth and jobs have been adversely affected due to COVID-19. Duffin (2020) had predicted that if the outbreak becomes a global pandemic, major economies will lose at least 2.4% of their gross domestic product (GDP) value over 2020. The International Labour Organization (ILO) estimated a loss of 5.4% of global working hours (equivalent to 155 million full-time jobs) in the first quarter of 2020 relative to the fourth quarter of 2019 were estimated to reach 14.0% worldwide, equivalent to 400 million full-time jobs (ILO Monitor: Fifth Edition, 2020). COVID-19 has not only negatively impacted the overall employment but also had a particularly dire impact on domestic workers globally. Accordingly to ILO (2020) estimates, 15th March 2020, 49.3% of domestic workers were significantly impacted. This figure peaked at 73.7% on 15th May 2020, before reducing to 72.3% on 4th June 2020.

Our country was in the depths of a recession since 2017. This crisis was deepened with the advent of Coronavirus pandemic in the year 2020. Before the country could recover from the dearth of economic resources, it received a severe blow that almost shattered it existing condition as well. The disease risked both our health and labour-market. The pre-existing gender inequality was strengthened by this crisis. Even if regional variations existed, evidence suggested that women had generally been more vulnerable to social and economic risks and harder hit by the consequences of the pandemic.

In India, domestic workers were severely impacted by the country-wide lockdown. A survey conducted by Domestic Worker's Rights Union (DWRU), Bruhat Bangalore Gruhakarmika Sangha (BBGS), and Manegelasa Kaarmikara Union covering 2500 domestic workers found that as many as 91% of domestic workers were not paid salaries in April 2020 and 50% of workers, who were aged > 50 years, lost their jobs and 87% of them were told not to return to work after the lockdown, with no communication if they would be called again.

Participation of women in labour force in India has been trending downwards for the past several years. By occupation, approximately 80% working women in India have been engaged in agriculture, health, education, paid domestic work, and manufacturing sectors. During COVID-19, the socioeconomic conditions of girls and working women have adversely affected their working conditions, exposing them to high risk of exploitation and abuse for their economic survival. While there are several reasons for a decrease in women participation in the formal sector, a crisis like COVID-19 is sure to have serious implications. The unemployment tracker managed by the Centre for Monitoring the Indian Economy, May 2020, indicated that

India has already seen a 20% decline in vacancies. Economists had already sounded the alarm bells for an oncoming global depression; in such a situation, women are at a higher risk of losing their jobs and facing issues of losing their jobs and facing issues re-entering the labour force.

The COVID-19 pandemic has adversely affected thousands of domestic workers across India, Who are struggling for basic needs such as food and shelter. Many of them did not get full salary, and even many of them were told not to come to work. A survey conducted by DWRU, BBGS, and Manegelasa Kaarmikara Union covering 2500 domestic workers found that as many as 91% of domestic workers were not paid salaries in April 2020; 50% workers, who were above 50 years of age, lost their jobs; and 87% of them were told not to come to work after lockdown, with no communication if they would be called again. A study by IIHS (2020) covering 382 domestic workers found that the average income for these workers declined by 35% in March and by 93% in April 2020. About 52% household income declined sharply by 75% during April and May 2020.

In case of female domestic workers, the working condition was even more challenging, as most of them belong to economically disadvantaged groups, and live in slum areas. Without any uniformity in their wage structure, they work in the unorganised sector at very low wages. Yet, they are compelled to do this work because of illiteracy as well as their poor financial conditions. Their silent contributed has remains invisible for a long period. During the pandemic, they faced double marginalization. As they are engaged in informal productive work in the unorganized sector, they are not recorded as wage labour and deprived of any benefits given to wage labourers. It is high time to consider their contribution to the society and recognise them as wage labour. A suitable policy may be framed by bringing them to the mainstream, so that if such a situation arises again in future, they would not have to face similar problems like during this lockdown. Paid domestic work (female domestic workers) is categorised under informal and unskilled job without any constitutional guarantees. Declination of joint families and entrance of more number of women into the employment sector have generated the need for a supporting hand to work inside the home (Jyotsnamayee, 2020).

Gender disparity studies pertaining to the epidemic focused on the health crisis worldwide, and how men were the primary victims. Recently some studies reported the deplorable conditions of women in the economic sector as well. The greatest and most persistent gender gap was seen in employment and uncompensated labour, with 26% of women reporting loss of work compared with 20% of men globally in September 2021. Women and girls were also reported to drop out of schools during this period and there was a tremendous spike in the cases of domestic violence.

“The damage is incalculable and will resound down the decades, into future generations”, warned the UN chief, noting that women made up most of the jobs that had been hardest hit by the pandemic, were far more likely than men to lose work, and that women’s and girls’ unpaid care work had risen dramatically owing to factors such as stay-at-home orders, the closure of schools and childcare facilities, and an increased need for elder care.

As pointed out by him, a dramatic change, rendering gender equality can prove to be beneficial for women in regard to attaining economic and social equality. Women's participation in the labour force enhanced economic development, promoted social security, and also brought about peaceful working conditions. "Women's equal participation", he said, "is the game-changer we need".

The other side of the story brought forth women's sufferings as the primary caregivers during the pandemic. Comprising the chunk of healthcare workers, women were on the frontline providing to the needs of the ailing. This made them vulnerable to the disease and in most cases.

CONCLUSION:

The rights pertaining to the womenfolk around the world received a major blow during the pandemic. A worldwide economic depression dug its fangs into the women's social, economic, as well as personal lives. The otherwise growing equality was torn apart by this scenario. India was no exception in this regard. During the initial months, the affected rate in India was relatively low in comparison to many other countries. The later months saw a sudden rise and a series of deaths marked by the disease. The epidemic shattered the health, economic, social, mental, psychological well-being of the country at large. Even now, when we have successfully eradicated (or almost) the disease, absolute stability for the country still seems to be an illusion. Re-entering the labour force post pandemic should be made easier for women in order to improve their conditions and bring forth the required economic equilibrium in the country, and the world at large. Women employed in the caregiving section of the society as health workers, nurses, doctors should be protected and taken care of by their families and the society as well. The personal arena of women should also be taken care of so that they can be protected from the clutches of domestic violence, forced marriages and other forms of atrocities.

Talent Management in the Hotel Industry of Pune City: Role of Social Media and Social Media Influencers

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ABSTRACT

Influencer marketing is growing leaps and bounds in recent years and is a force in contemporary persuasion. The persistent growth of social media platforms has allowed their users to view them as valuable information sources and firms to adopt them as effective marketing tools. Our aim was to understand the role that social media and social media influencers plays in acquiring talented staff for the Hotel Industry and the acceptance of social media influencers and social media platforms by the industry. Through the study it has been seen that some of the HR Managers are already hired social media influencers and using social media platforms for hiring and retaining talent into the organizations during the discussion; the others realised that they should be hiring and using social media influencers and platforms for hiring and getting the right talent. Those already using are extremely satisfied with the results and would be continuing to do so and spread over new upcoming platforms (if available) to increase visibility in future. It has been realized that the individuals are more likely to follow social media influencers and hence it has become a necessity to hire them to get the right talent with appropriate experience.

Keywords: Social Media, LinkedIn, Facebook, Twitter, Instagram, YouTube, Best Practices, Influencer Marketing, Influencer Marketing Best Practices, Influencer Marketing Strategy

Introduction

Social Media is a place where netizens across the world meet each other virtually and share a dialogue with each other. It is a super set beyond communication and a tool for social interaction. Its popularity is amongst today's gen Y and Gen X and to an extent baby boomers are the late adopters.

An influencer is someone who can influence others. A social media influencer is someone who wields their clout through social media. When an influencer is hired to promote products or services; that is influencer marketing.

Companies today have changed its view of the last 10 years of reviewing and managing talent. According to jobvite 89% of the companies have selected social media to manage talent since 2011. The trend has big implementation on the way employment process has changed. But the key point is what we can learn from the new age recruitment.

We have noticed that the companies are changing from a slow-moving culture to a super-fast-moving culture. In this world of speed, today, talent is the most critical in finding quick talent and talent which is quick (the thought process). A high performing work place can fierce the horizon and adapt as per the environment. Even the world of recession and high unemployment quality talent has never been in such high demand.

Today the tools have ensured that the professionals take charge of their own career, which has never been seen before. Professionals have come across LinkedIn, Facebook, Twitter, etc., to build brands, connecting to recruitment sites, updating their profiles even when they are not in search of a job.

This enables the recruiter to get quality information up to date. This also helps the recruiter to have a pool of data other than just active job seekers.

How about using social media influencers to attract talent? Promotion of a product is way different from promotion of n experience and even more so, when working with an organisation.

Social media influencers are not just promoting brands on their pages, but also jobs.
Companies which require talent in bulk such as BPO's are using these influencers to attract their talent in drives to be part of their workplace. The reason is clear – Each of these influencers have a million of followers. Theory suggest that social media influencer have an

impact on attitudes as they are likely to be perceived as credible, likable and similar to their audience, attributes that research shows facilitates persuasion. Credibility leads to internalization of source attributes; likability can produce a halo effect; and similarity elicits, social comparisons such as the interference that if a communicator refers to a particular goods or services as preferable; the followers consider it apt for themselves too. (O'Keefe, 2016; Perloff, 2020).

Objective of Study

1. Measure and add to our knowledge the role that social media and social media influencers plays in acquiring talented staff for the Hospitality Industry.
2. Explore today's challenges faced for finding talent and to what possible extent that social media and social media influencers play to target talent.
3. To review the current and future situation of social media and social media influencers in finding appropriate talent.

Review of Literature:

Oncioiu, Anton, Ifrim, Mândricel (2022) stated that the worldwide employment landscape continues to change due to new technologies, especially automation, online collaboration tools and artificial intelligence. The lack of qualified workers and the increasing number of jobs for e-tourism workers is a challenge to maintain the daily operations of developing a digital recruitment strategy and communicating a good employer brand. The results highlight the great importance of building strategies because professional communication in social networks is the key to successful work with sustainable human resources practices.

Chabbra, Mehta, Panackal (2020), stated that in the future years the millennials would make up for almost three fourth of the workforce and social media has taken over every aspect of their lives. Through their desk research they highlighted that employers attract potential talent that fir in their vision, mission and culture through social media.

Karamustafic, Samra; Stockmaster, Taylor; Palladina, Skye; Harris, Aurora; and Perloff, Richard M. (2020), report an exploration of the qualities that online influencers display in their persuasion attempts, advancing the literature by seeking to spell out the particular strategies they employ to influence the masses.

With steady growth in the adoption of social media, it remains a growing area of interest for recruitment (Perrin & Anderson, 2019).

Auderzet (2018) Social Media Influencers (SMI's) are increasingly approached by brands to promote products, a practice commonly called influencer marketing. SMI's can take advantage of their influence to obtain personal rewards by entering into partnerships with brands. The findings provide recommendations on how SMI's and marketers might come together to be a win-win relationship situation while preserving SMI's authenticity.

A number of clinical studies have begun to use social media ads or posts for all or part of their recruitment, with reports of varying success. (Darmawan et al., 2020; Topolovec-Vranic & Natarajan,2016).

Kamlesh Dangi, Group Head – Human Resources, InCred - "In the employer brand-building context, it depends on the organisation if it is in a major scale-up mode. In that case, the organisation needs to go out of its way to increase its workforce, and this would be an exceptional effort."

Manish Majumdar, former head – HR CoE, Novo Nordisk - "While fighting for talent in an employee market, any edge over competition goes a long way. Finding innovative ways to attract talent is not a leisure activity, but a necessary one. In that context, it makes sense to hire social-media influencers to attract talent."

Jitender Panihar, CHRO, MoEngage Inc - "Social Media Influencers just provide reach, which is more useful while promoting a product. However, one cannot compare experiences with products. People buy an experience or an opportunity when someone who has already lived it retells it."

Research Methodology

Our respondents are HR Managers, Training Managers and Talent Managers of 03 Star, 04 Star and 05 Star Hotels of Pune city. A total of 57 hotels responded to the survey. The primary data was collected through an online questionnaire survey.

Secondary data was gathered from previously completed research work including journal publications, online data banks and numerous websites.

Discussion:

Employer branding is a holistic approach. Social network offers a whole host of opportunities for increasing the visibility of and strengthening the employer market. As these networks are so widely used and accessible, they are the most cost-effective way of communicating with prospective employees in direct and regular manner while also allowing the companies to highlight their strengths and show themselves to be a great workplace. This enables potential applicants to get to know the employer brand, the day-to-day life with a particular employer and come to trust them; which increases the likelihood that they will apply in the future. Last but not the least, smart employer branding no only makes sense for recruitment but also helps retain valued staff in the long term.

Once a company has taken the decision to establish its presence on social media to strengthen its employer brand, it should look at the important issue of social media channels handling successful staff recruitment in a professional manner and integrating this into the employer branding strategy, instead of leaving it down to individual actions.

Many companies have taken a decision to create a separate account for recruiting staff as the Marriott brand has done on their Instagram account @marriottcareers. An alternative is to expand accounts that already exist, with Migros' LinkedIn channel being one example. This channel features employer **branding content** alongside posts to **reach out to their clientele**.

An employer branding strategy never stands still; however, it should have a clear storyline with a uniform editorial tone, the content should be diverse as possible using tailored formats ranging from articles, images and videos to target the right talent group. Content should be updated regularly to keep the community updated. Each social media channel should be monitored closely with a view of checking and optimising the content and its effectiveness.

A survey earlier conducted showed that 77% of marketers say that their prospective customers rely on industry experts. From educational content to sharing their favourite software solutions to the most stable company and job reliability; they are interested in hearing from thought-leaders or influencers from the niche. Today top company brands are investing in social media influencers as there is a rise of influencer marketing in the social media space over the past few hours. Infact the influencer industry is projected to reach $16.4B by end of 2022.

The reason many companies are looking for social media influencers to be part of their marketing strategies:

1. **They Make the Brand Relatable:** The social media influencers have been able to create a relationship with their followers and have become trusted voices within their niche. Influencers add the human touch needed to elevate the brand and stand out amongst the competition in today' social media realm.
2. **They Spread Brand Awareness:** Instead of remaining dependent on the current audience for traction; many hospitality companies find it easier spreading their brand message through the power of social media and social media influencers. By utilizing influencer marketing to its fullest potential; the target audience can be given a feeling of reality of your brand.
3. **They Bring in More Sales:** The people trust the social media influencers. Not only the right talent manpower could be gotten through these influencers; but hotel services and sales could be increased because they are propagating the brand name. A digital relationship is built with the influencer and people feel they are buying something on a personal decision rather than an advertisement or promotional strategy.

In the last year two years more and more people have turned to social media for quick entertainment and distraction; but an increase in budding influencers and bloggers has been seen too. The rising popularity of influencers marketing is hidden from none; interestingly, what has come as a by-product of the expansion of the industry is a surge in focus on influencer talent management.

Brands today are allotting much larger marketing budgets specially to influencer marketing. As branded content increases so does content creation. The number speaks for themselves-a majority of brands (59%) have a standalone budget for content and 75% of them intended to dedicate a budget to influencer marketing in 2021.

It is interesting to note that 63% of marketers have increase their influencer marketing budget this year and as the graph continues to rise from every direction; here is where Influencer Talent Management comes in picture. For most part, influencer talent management does exactly what it says; manage influencer talent. However, it is what is under this large gamut of 'manage' that makes things captivating. Earlier, talent management was rather restricted to either an HR and /or celebrity or artist management. Lately, as the very impact of influencers and their content has increased, so has the need for managing this umbrella of talent.

Influencer talent management today has evolved drastically from what it was when it started. An increasing number of influencers are now looking to be represented by talent management experts. Talent Management experts, today, not just handle the onboard talent but take care of everything at the backend, from A-Z. These experts are storehouse of skills; starting from brand outreach and branded content, to storytelling and managing finances, to name a few.

What came as a repercussion of radical change in content consumption, has now become imperative for the industry, Influencer talent management bridges the gap between brands and influencers to ensure a seamless experience. Every brief is decoded and each brand is connected to an influencer that perfectly fits the brief. This is then followed by carefully curating content which not just fulfils the brief, but also tells a story that caters to the influencers niche. The content planning process in itself can be quite taxing – branded content tends to see a lot of back and forth between talent and the brand and this is where talent management experts step in. These experts are able to oversee content, along with managing finances, curating insights and becoming a PR expert for the influencers.

With the newly announced final draft of Advertising Standards Council of India (ASCI) guidelines for influencers and branded content, it is becoming evident that branded content and influencer management is only set to rise. As these guidelines are put into effect, the challenge is how to create organic yet branded content, and keep up with the guidelines is something the industry will struggle with in the beginning. Here is again, where talent managers will come into picture. From understanding the very requirement of the guidelines, to ensuring it is followed by their talent is something that will be of key importance.

From merely being a ‘managerial’ task, to now being a one-stop-shop for all things influencer related; influencer talent management has come a long way.

Being able to provide the perfect end-to-end solutions for all influencers (& brands) on-board by a team of experts is commendable. The team takes on responsibility for email handling, brand content, calendar management and in some cases, each plan is customised to suit the influencers requirement.

It is believed that customers prefer content that ‘looks organic’ and not advertised, however; it is paramount to understand the immense hard work that goes into creating a single piece of content that satisfies stake holders. Influencer talent management as an industry wasn’t given its due importance or gained prominence till recently.

As per the survey connected with 57 hotels in and around Pune City, below are the statistics discussed from HR point of view in relation to Talent Management. The HR department has realised that the challenges need to be reviewed and resolved through new techniques. Using technology and modern methods is apt and the right decision in order to stay in competition.

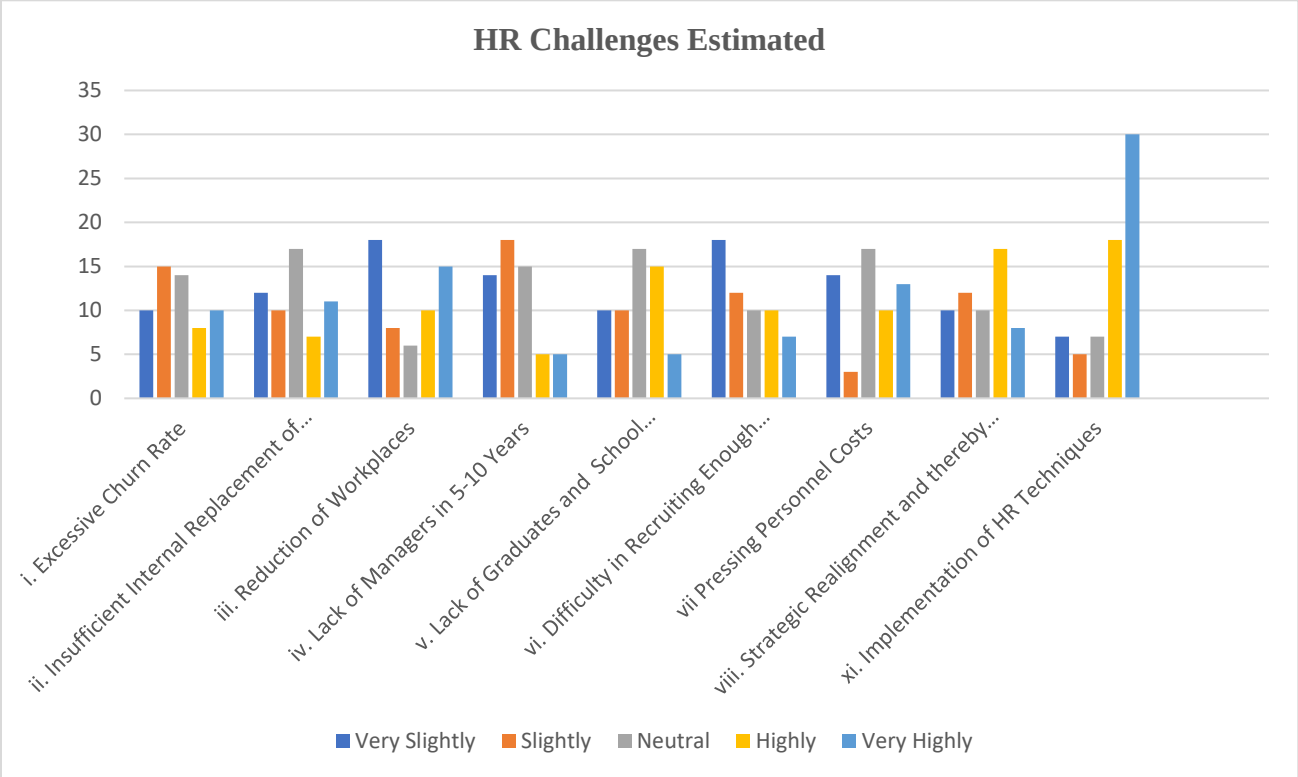

Fig. 01: HR Challenges Estimated

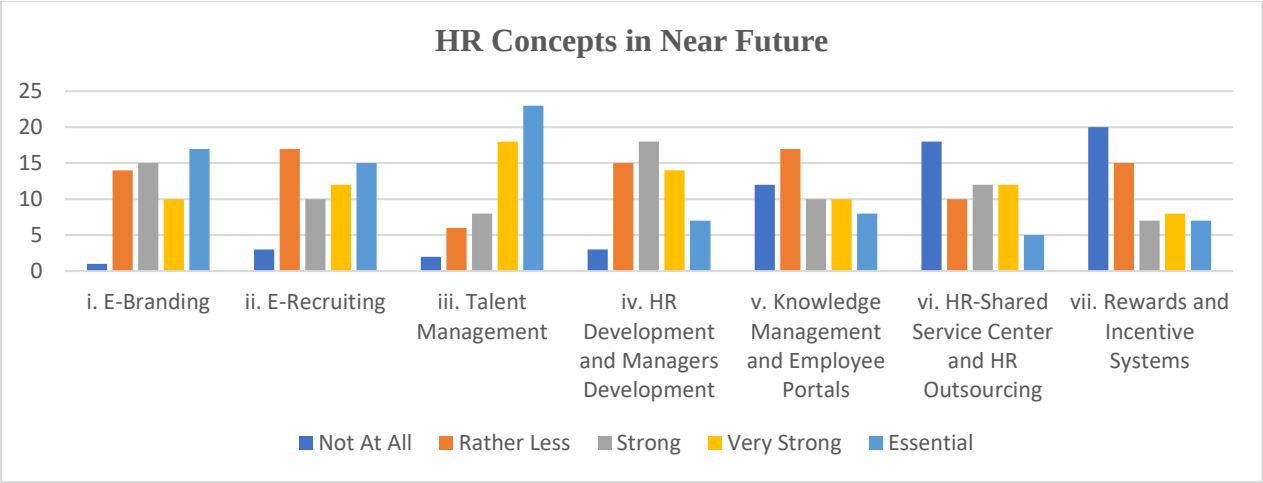

Fig. 02: HR Future Concepts

As we have seen in Fig. 01 and Fig. 02 that the HR Managers have already perceived that for their organizational survival, with the millennials and the extensive use of technology and

trends, moving in the same direction would be the apt and a prompt solution for change in direction of reviewing and sourcing the exact talent for the perfection of the organization.

During the survey conducted we found that since the HR Managers have realised that they need to shift resources for procuring perfect talent and through the below figures we have discussed the areas, elements and social media that has been currently identified and will be their future plan of action if not yet and the outcome shows that Talent Management and Social Networks and Influencers are slowly and steadily collaborating with each other.

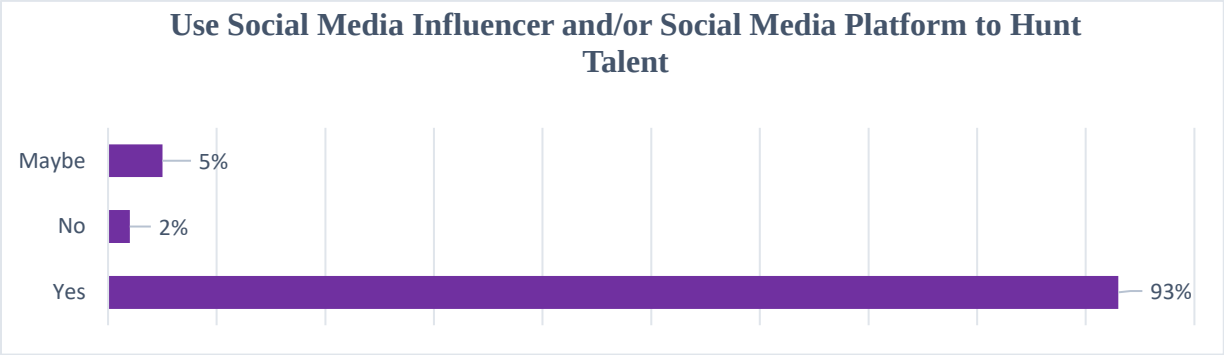

Fig. 03: Use Social Media Influencer and/or Social Media Platform to Hunt Talent

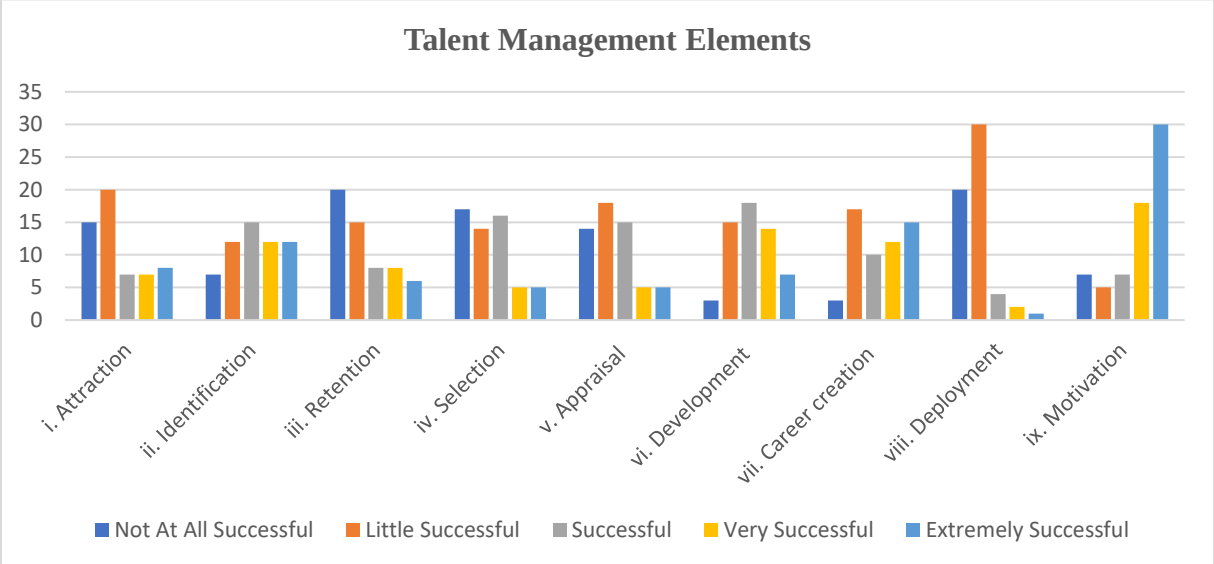

Fig. 04: Elements of Talent Management

The below chart indicates hotel's opinion that about being connected with social media platforms and influencers may be to an extent a possibility to be able to procure and manage to acquire talent for the hotels.

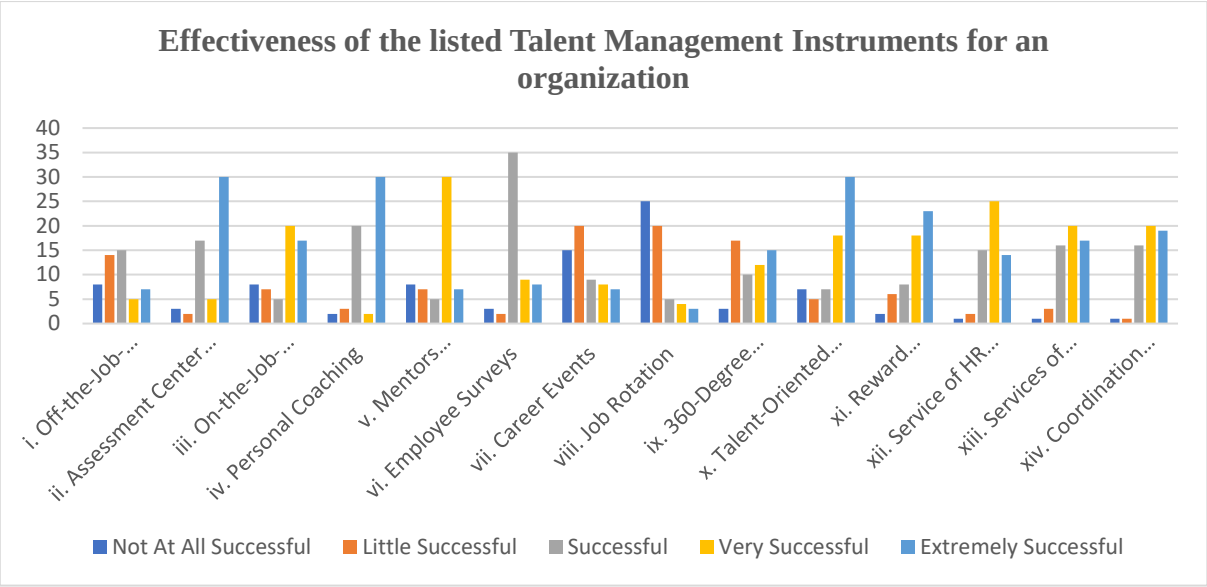

Fig.05: Talent Management Instruments of an organization

The below table shows the futuristic acceptance of HR implementing the listed e-recruitment techniques in their organizations

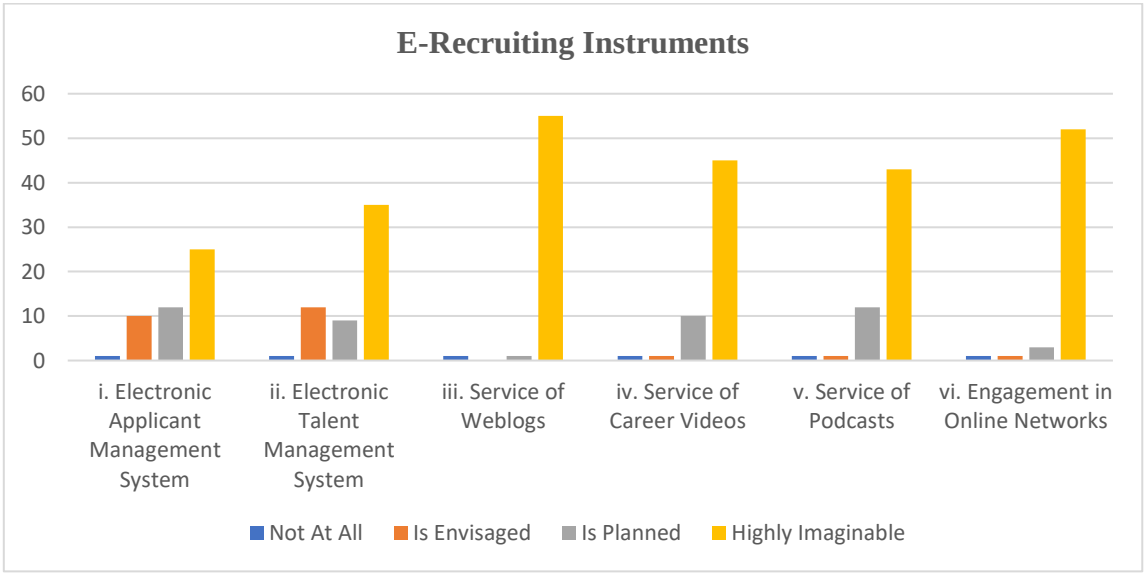

Fig. 06: E-Recruiting Instruments

During our survey, it was suggested that some goals of the listed goals be connected with Talent as employee would always ask the question and want to know the benefits and future journey within the hotels. Our next figure tells us about the goals and the agreement with the hotels that they could be successful, if they create goals in advance for Talent Management.

Fig. 07: Goals pursued by Talent Management

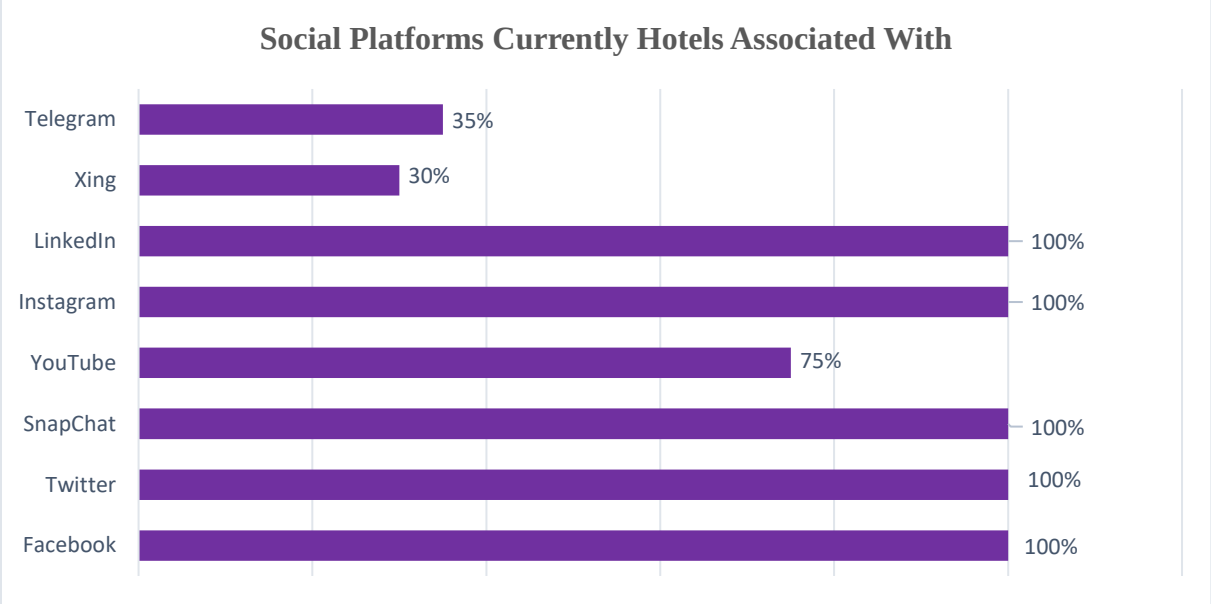

Fig. 08: Social Media Platforms Currently Hotels Have Registered

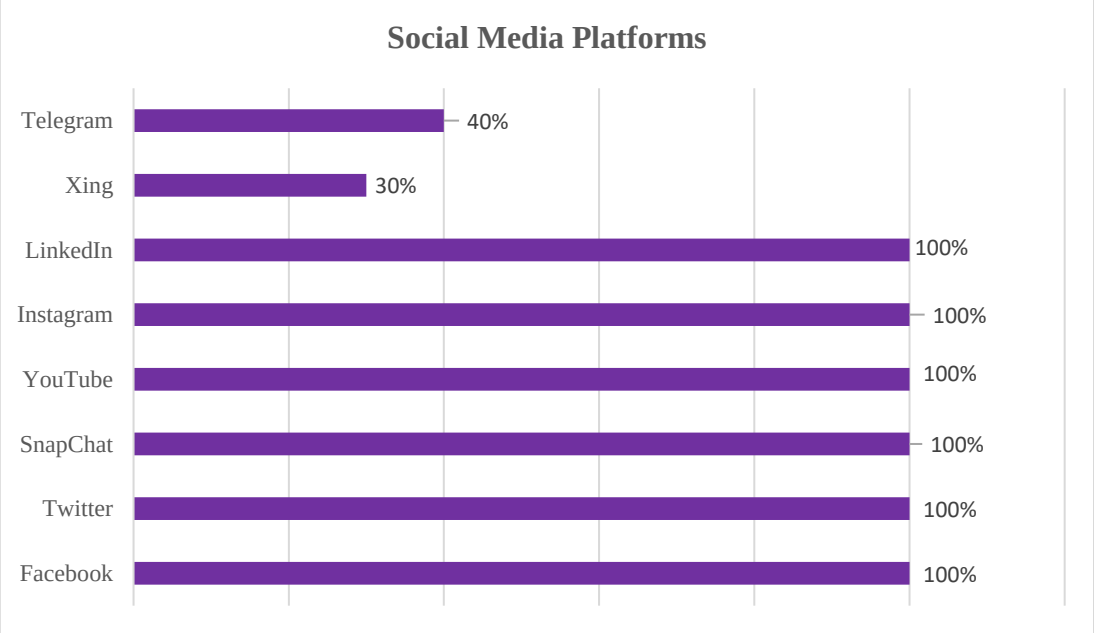

Fig. 09: Social Media Platforms Hotels Want to Register with in Future

We see that hotels are on social media platforms and are using it to the fullest of their knowledge in acquiring talent and would increase their visibility on the various platforms in the future. However, though hotels are increasing their visibility on social media and are increasingly wanting their employees to register, like, follow and subscribe to their channels, webpages

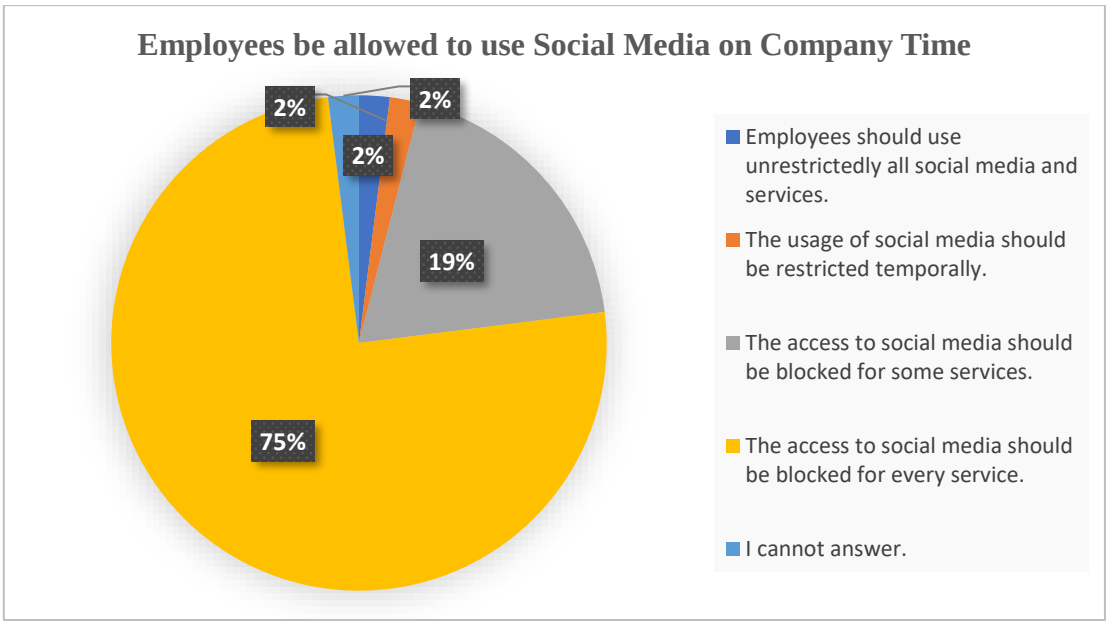

Fig. 10: Employees be allowed to use Social Media on Company Time

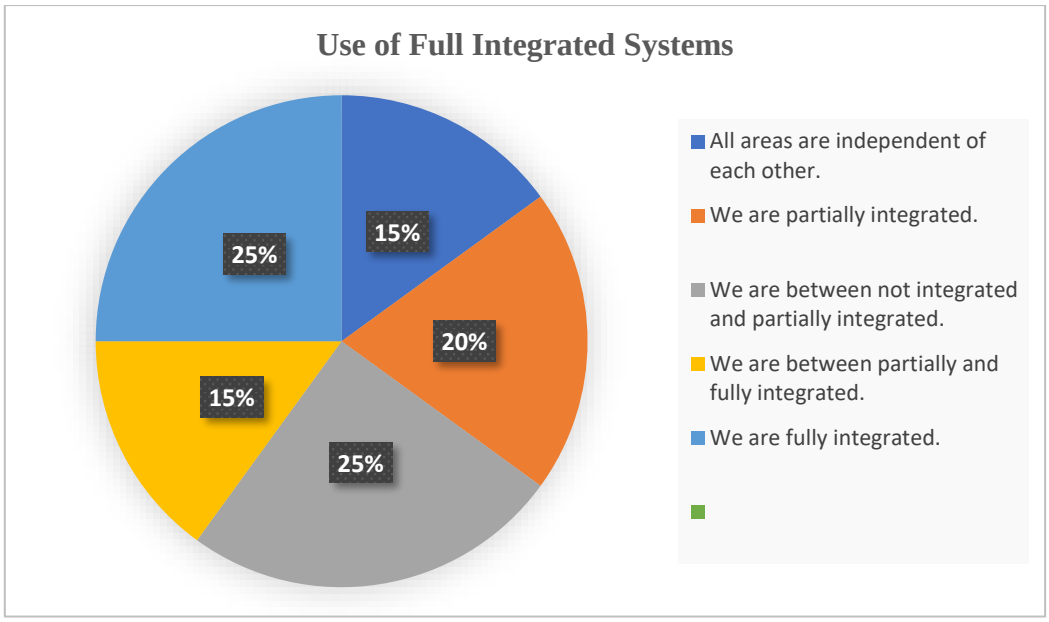

Fig.11: Use of Full Integrated Systems

Fig.12: Suitable Areas to Use Social Media

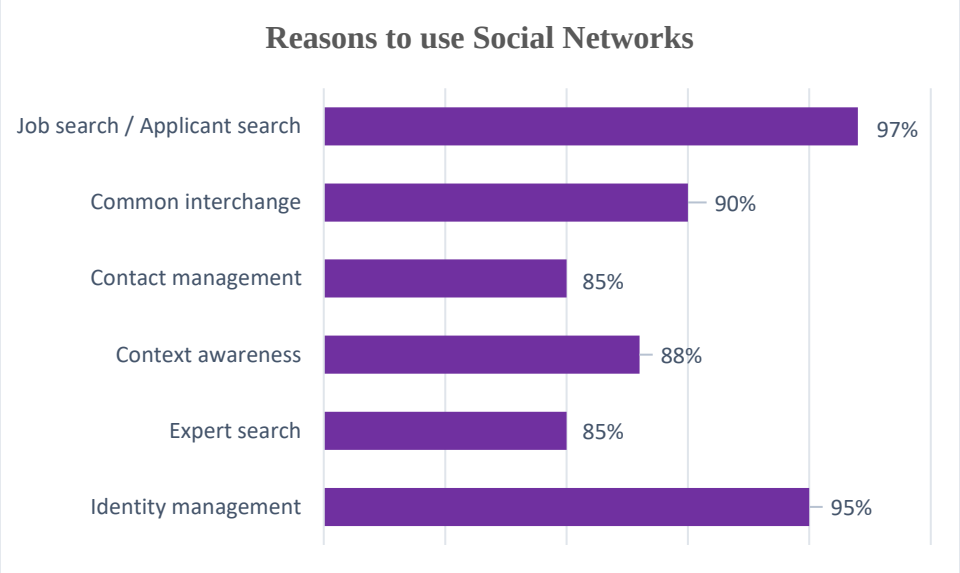

Fig. 13: Reasons to use social networks

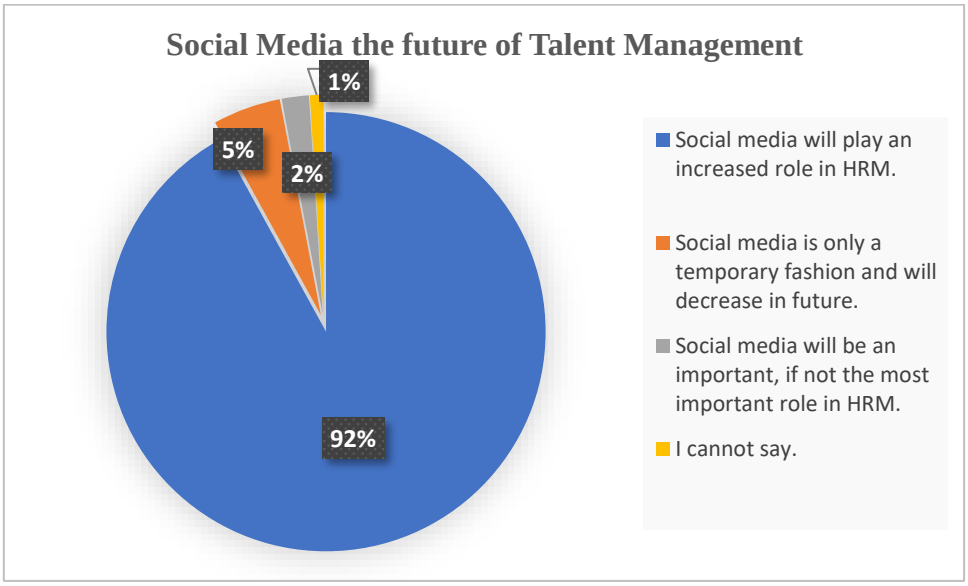

Fig.14: Social Media the future of Talent Management

Employer Brand

'Employer brand' is a term used to represent the firms standing and appeal to customers from the viewpoint of a potential employer. It also describes the values the company uphold for its personnel. Employer branding is utilized in the contemporary business sector of talent acquisition as the below figures discuss the strategies hotels use to promote the company and

raise the expectations of the new recruits and convey to present workers as well that it is an excellent place to work in. HR Managers have also identified various aspects/ variables which they uses as competitive advantages in war with competitors to attract and retain talent.

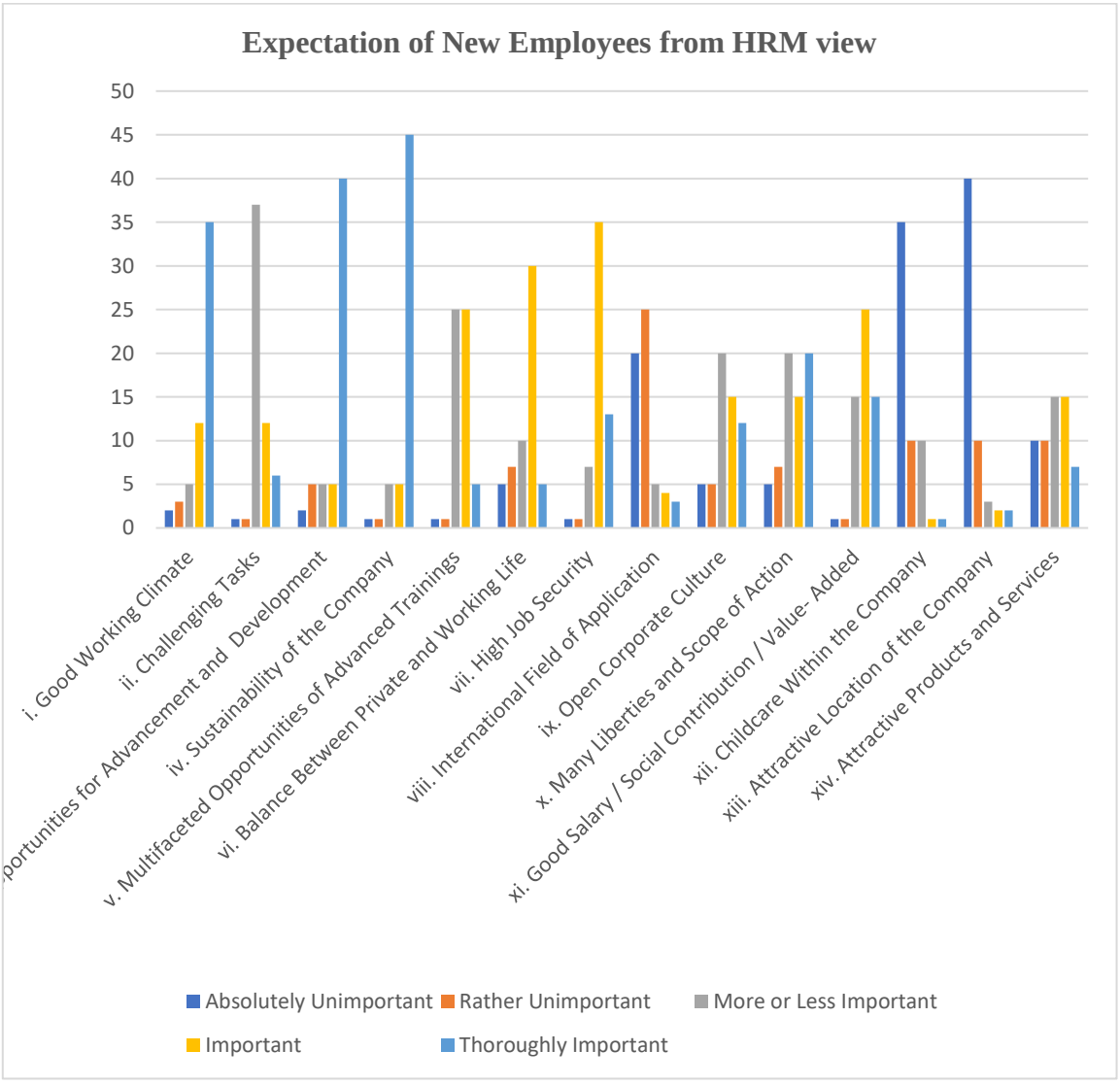

Fig 15: Expectation of New Employees from HRM view

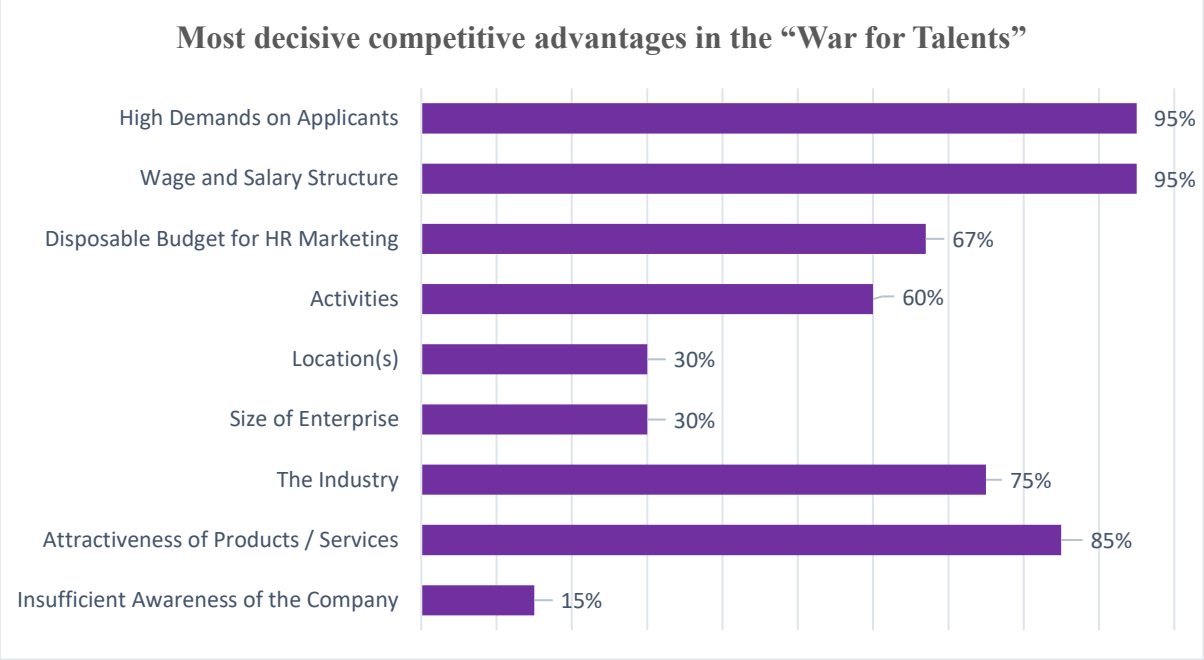

Fig. 16: Most decisive competitive advantages in the "War for Talents"

Conclusion:

The aim of the research was to fill gaps by investigating whether hotels used social media platforms and social media influencers in order to acquire the right talent. The literature review that has enabled us to analyse the data with some insights in mind. Through the research it has been found that hotels are steadily moving towards digitalization and are reviewing potential talent connected through social media platforms and influenced by social media influencers. SMI's trustworthiness and expertise are important drivers of moderating the relationship between attractiveness and intention and the degree of influence tends to be stronger to followers.

As the hospitality industry has turned its eyes towards social media and social media influencers to acquire the right kind of talent required so has the social media and social media influencer changed the way it functions. This new digital industry has evolved every step of the way and will continue to do as times progress. Through the acquired data it has been observed that most of the hotels are aware that digitalization is the need of the hour and considering the millennials and to acquire younger talent it is the most appropriate need of the hour for talent acquisition.

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The Role of Digitalization in Public Administration of The Republic of Azerbaijan

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ABSTRACT

The rapid development of digital technologies opens up new paths for high progress. Now the world is entering the "Fourth Industrial Revolution". And this means the widespread use of artificial intelligence, automation of production, robotization, the introduction of digital technologies in all sectors of the economy. In general, the new industrial revolution leads to the use of the newest, different and more affordable technological infrastructure in all areas related to digitalization.

As a result, developed states are developing programs for faster integration of the digitalization process into social and economic life, which forms competition between them. Large powers process large amounts of data through competitive high technologies. People are also using these digital technologies more and more every day. The emerging favorable environment is shaping the modern market for technology giants. Currently, mobile phone production is growing rapidly, cloud and other storage technologies are being created, and all this is becoming a part of our lives.

Of course, digitalization and technological innovations have a positive impact on the economy, industry and other spheres of each state separately. In particular, it is closely related to the digitalization of the economy, the construction of a sustainable and safe infrastructure. Undoubtedly, large-scale reforms in the socio-economic sphere, including in the field of Public Administration are constantly being carried out in Azerbaijan, innovative projects, e-services are being improved, and the transition to digitalized services in all areas is coming to the fore. The formation of “e-Government” is considered one of the factors that have further improved the development trend of countries in recent years. This creates conditions for provision of 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 by government agencies using modern information technologies. The main purpose of the created opportunities is to reduce the “distance” between civil servants and citizens in the provision of social services, as well as to simplify and transparent these relations. The widespread use of electronic services by state bodies, increasing their number and quality, increasing the satisfaction of citizens with services are the means to achieve this goal. "E-Government" serves to provide a qualitatively new form of services provided to citizens of the country, using the possibilities of virtual space, modern technologies, the high level of informatization in state bodies.

As an example, we can take the creation of “ASAN”. The purpose of the organization, established on the initiative of President Ilham Aliyev, was to increase transparency in the activities of state bodies, to implement the services provided to citizens with high quality, convenient and modern innovations. Because one of the main tasks set by the head of state is to achieve new standards in the provision of public services. These standards include efficiency, transparency, modernity, technological capabilities in a single space of public and private services, etc. formed on the basis of rendering in accordance with the principles. In general, the development of digital government in Azerbaijan, the solutions applied in the financial sector, the process of adapting legislation to new technological trends continues at a high speed.

Also, after the second Karabakh War, which ended in victory, a lot of work began on the implementation of urban planning on a technological basis in our liberated lands. The basis of the reconstruction is the project "Smart Village", rich in tenological possibilities. The main goal of the implementation of this project is to create conditions

for people in rural areas so that the population has convenient access to all services available in the city in the villages. At the same time, people should be provided with more income and employment opportunities in the village. The third point is the formation of full conditions for providing rural residents with access to public services. In other words, in the concept of" Smart Village", the difference between village and city in terms of Service, earnings and access to public services has actually disappeared.

"Smart agriculture" is a new concept that uses modern information and communication technologies in order to increase the quantity and quality of products while optimizing human labor required for production. The project, which will be implemented on 5 components, consists of housing, production, social services, "smart agriculture" and alternative energy. Internal engineering communications and heating systems will also be built on the basis of smart technologies. Modern schools, kindergartens, polyclinics and electronic control centers will be built in these villages, and tourism infrastructure will be formed. All residential houses, social facilities, administrative and public catering buildings, the process of processing and production of agricultural products will be provided with alternative energy sources.

According to the concept of" smart village", the electronization of the process strengthens production capabilities. Thus, from the irrigation system to the cultivation and harvesting of the land, it is an automated system, controlled from one center and jointly managed by the entire platform, and also involves the application of the most advanced technologies and techno-transfer. The integration of this system into other areas of rural infrastructure - alternative energy sources and a modern transport system-will complement the concept of a "smart village".

All of these features are an indicator of the new achievements of our country in digitalization and electronic services. Currently, the reforms carried out in our country, important programs implemented by the public and private sectors form an important basis for building a digital economy. Azerbaijan, which has the status of an energy and transport center of the region, has the opportunity to build a digital economy and become a digital center of the region in a short time using the resources and advanced world experience available in the new era.

Keywords: Azerbaijan, Digitalization, Innovative reforms, Public administration, Reconstruction of the State, Evolution of the Public Administration.

INTRODUCTION

In recent years, Azerbaijan has been making great efforts to digitalize its public administration. A number of digital initiatives aimed at improving the efficiency of public services have been implemented in the country.

One of the main initiatives in this area is the "Electronic Azerbaijan" program, launched in 2013 ("Azərbaycan Respublikasında rabitə və informasiya texnologiyalarının inkişafı üzrə 2005-2008-ci illər üçün Dövlət Proqramı"nın (Elektron Azərbaycan)" təsdiq edilməsi haqqında AZƏRBAYCAN RESPUBLİKASI PREZİDENTİNİN SƏRƏNCAMI https://e-qanun.az/framework/10778). The program is aimed at transforming Azerbaijan into a digital society through the development of advanced digital infrastructure and the promotion of the use of digital technologies in all sectors of the economy.

Within the framework of the" electronic Azerbaijan " program, the government has developed a number of digital platforms for the provision of public services. These platforms include the "e-government" portal, which provides citizens with online access to a wide range of government services, including filing tax returns, registering property and business. The Portal also provides information on public policies and programs.

Another important aspect of digitalization in Azerbaijan is the development of digital payments and financial services. The government has put forward a number of initiatives to promote digital payments and reduce the use of cash in the economy. These initiatives also include the development of mobile payment systems and the creation of a National Payment System.

In addition, the government has launched a number of initiatives aimed at improving digital literacy and skills among citizens. These initiatives include the development of online courses and training programs and the creation of digital literacy centers in different parts of the country.

1. CHAPTER – INTERNATIONAL EXPERIENCE IN DIGITALIZATION

In the late 90s, management-related IT projects began to grow in the United States. The main goals of these projects were "to provide services to citizens." The U.S. government implemented the National Performance Review (NPR), which proposed restructuring the government using data and technology (February 1997), and this was the first time the U.S. federal Government had addressed e-government.

Since by 2001 the Great Powers had spent more than one billion dollars each (NASCIO 2005), the total annual investment in it at all levels of government can be estimated at about $ 100 billion. In July 2001, the U.S. government began a process of 'expanding e-Government' under the President's governance program. The goal was to use information technology to eliminate wasteful federal spending, reduce government paperwork, and increase the time it takes for the government to meet citizens ' demands. The "E-Government Act" of 2002 paid special attention to strengthening the website and improving customer service. On April 31, 2002, the U.S. government launched the “EZ tax filling” program, which aims to fill and refund taxes online, an initial implementation of the free electronic filling solution under the "Industry Partnership" during the 2003 season. On July 1, 2002, another ambitious project was prepared by the US government. The "federal asset sales" project, known as "electronic authentication", aimed at fully deploying the original prototype authentication Gateway, was launched on March 31, 2003 with the goal of developing pilot business integration and repositioning federal sales (Nikita Yadav & V.B.Singh, (2012,September), e-Governance-Past, Present and Future in India, International Journal Of Computer Science Applications (0975—8887),Volume 53,No-7). In 2009, it was announced by the US government, which aimed to make more information available to the public “Data.gov " it was put into operation. Using services, citizens can use

applications, websites, etc.they can create. Currently, the US federal Government has board framework (G2C) technology to expand citizens ' access to government information and services. Likewise, the Government of the United Kingdom has launched a series of projects that provide electronic management services to its citizens. The government's strategy of transformation by Technology, published in November 2005, targeted the development of e-government across the country. A pilot project to create an electronic medical record in Cornwall began in April 2000. This project includes connection to the NHS net Network (national-level NHS virtual private network or intranet), 24-hour emergency log, general information architecture the Plymouth Bus project was developed by Plymouth City Council to conduct comprehensive research on the bus network, to propose initiatives for its future development and investment. The" Integrated Transport " Project began in southwestern Hertfordshire. The goal of the project was to develop a sustainable transport strategy for implementation over the next ten years (Nikita Yadav & V.B.Singh, (2012,September), e-Governance-Past, Present and Future in India, International Journal Of Computer Science Applications (0975—8887),Volume 53,No-7). The New Zealand government prepared the E-Government concept document in may 2000. Since then, the Public Services Commission has established an "e-Government section" to oversee public works. France has the oldest history of e-government. The release of the" Minitel Terminal " in 1984 gives citizens and companies remote access to a range of government services and information. However, later, in 1998, e-government began to be introduced as a public policy. The French government declared 2012 as" digital France". In the Middle East, Jordan has developed an electronic management system for its citizens since 2002. Similarly, Saudi Arabia and Iran have their own e-government. Asian countries are not far behind in terms of providing electronic management services to their citizens. Taiwan has a first-class online transportation service system that provides 21 applications and payment services to its citizens. South Korea's Internal Revenue Service (HTS) provides citizens with 24-hour online services in the form of tax returns. The Singapore Civil portal provides organized access to government information and services. Countries such as Malaysia, China and Thailand have used advanced technology to ensure electronic management of their citizens.

The implementation of electronic management projects in developing countries helps people to enter state schemes. In 2003, Myanmar government created Yangong City Development Committee (YCDC) to provide easy access between government and city residents over the internet, reduce paper usage, reduce city budget, build urban fiber optic ring, provide timely public information, maintain public information (E-Governance- retrieved from - http://www.coe.int/t/dgap/democracy/Activities/GGIS/E-governance/Default_en.asp , Accessed on 30th june 2017).

The government of Nepal, with extensive support from the Korean government, developed the concept, planning and infrastructure of e-Government. The governments of Pakistan, Sri Lanka and Bangladesh have their own e-government and planning strategy. The authorities have developed various web portals to ensure that people have easy access to government activities.

2. CHAPTER – IN THE CASE OF REPUBLIC OF AZERBAIJAN DIGITAL GOVERNMENT

A few examples of how technologies are applied to state processes in Azerbaijan:

E-government portal: the e-government portal in Azerbaijan ("Elektron hökumət" portalı haqqında Əsasnamə"nin təsdiq edilməsi və elektron xidmətlərin genişləndirilməsi ilə bağlı tədbirlər barədə AZƏRBAYCAN RESPUBLİKASI PREZİDENTİNİN FƏRMANI https://e-qanun.az/framework/25215) was launched in 2013, giving citizens access to a number of online

government services such as obtaining e-certificates, paying taxes and registering enterprises. The Portal contains more than 400 services. The electronic cabinet system is used by the Cabinet and other government agencies to manage documents related to policy, legislation and other matters. The system allows you to create, view and validate documents electronically, all relevant parties have access to the same information in real time. The system is also designed to increase transparency and accountability, to make government decision-making processes more visible to the public. The electronic cabinet system includes a public portal that allows you to obtain information about government decisions and the process of their adoption. The e-cabinet system was viewed as a positive event in Azerbaijan's efforts to modernize its government and increase efficiency and transparency. The system was highly valued for reducing bureaucracy and optimizing decision-making processes and improving citizens ' access to information. However, as in any system, work is carried out continuously to monitor the government and solve the problems that may arise over time as they arise.

Electronic Document Management: the government began to implement electronic document management systems, such as the electronic cabinet, which allows the creation, viewing and approval of government documents electronically, reducing the need for paper funds. Electronic Document Management (EDM) was adopted by the government of Azerbaijan in order to optimize administrative processes and reduce the use of paper documents. EDM is a system that allows you to create, store and manage electronic documents safely and efficiently. The electronic cabinet system is the main electronic document management system used by the government of Azerbaijan. The system began in 2013 and has been implemented in various government agencies, including the Cabinet of Ministers, to manage documents related to policy development, legislation, and other issues. The introduction of electronic document management systems in Azerbaijan allows the government to increase efficiency and transparency by reducing the use of paper documents.

Digital identification cards: in 2019, digital identification cards were introduced in Azerbaijan, which include a number of biometric data and can be used for various purposes, such as access to public services and conducting financial transactions. In 2019, digital ID cards were introduced in Azerbaijan in order to increase the security and convenience of identification of identity and public services. Digital ID cards known as" ASAN Imza " are issued by the state agency for Civil Service and Social Innovations under the President of the Republic of Azerbaijan (ASAN imza) and are based on advanced biometric technologies [2].

ASAN Imza digital ID cards contain fingerprints, as well as personal data and a number of biometric data, such as a unique digital signature. Cards can be used for a number of purposes, including access to government services, digital signing of documents, and conducting financial transactions.

One of the main advantages of digital ID cards is their convenience and accessibility. Citizens can easily and quickly apply for cards online or at ASAN service centers located throughout the country. Cards can be used to access a number of online services without the need for physical availability or paper documents.

Digital ID cards were also seen as a step towards identity identification and increased security in transactions. The use of biometric data and digital signatures stored on cards serves to eliminate problems such as identity theft and fraud.

The introduction of digital ID cards in Azerbaijan has been assessed as a positive event that has the potential to improve the efficiency and security of identity identification and public services.

Blockchain technology: the government provides opportunities for the use of blockchain technology in various fields, such as secure storage of documents and agricultural supply chain tracking. Azerbaijan is exploring the possibility of using blockchain technology in various

fields, including applications in the public and private sectors. Blockchain is a decentralized and secure digital book technology that allows you to create transaction and data records protected from unauthorized access.

The government of Azerbaijan has identified several potential applications of blockchain technology, including for secure storage of documents, land registration and supply chain management. In 2019, the State Property Committee of Azerbaijan announced plans to use blockchain technology to register property rights and transactions, which will increase transparency and reduce fraud in the real estate sector.

In addition to the government's proposals, several private sector initiatives aimed at studying the potential of blockchain technology have been launched in Azerbaijan. For example, in 2019, the Azerbaijan export and Investment Promotion Foundation (AZPROMO) announced plans to create a blockchain-based platform for promoting international trade and investment.

The introduction of blockchain technology is still in its early stages in Azerbaijan, but it has the potential to play an important role in increasing transparency and efficiency in various areas of Public Administration and the private sector.

Smart cities: Azerbaijan is making significant progress in the development of “Smart Cities”, several initiatives and projects are being implemented in the country. The concept of" smart cities " (“Azərbaycan 2020: gələcəyə baxış” İnkişaf Konsepsiyasının təsdiq edilməsi haqqında AZƏRBAYCAN RESPUBLİKASI PREZİDENTİNİN FƏRMANI https://e-qanun.az/framework/25029) involves the integration of technology and data to improve the efficiency, sustainability and livability of the urban environment.

One of the main initiatives in the development of the "Smart City" of Azerbaijan is the “Baku Smart City” project. This project is aimed at creating a comprehensive "smart city" ecosystem that combines various technologies and systems to improve urban services, transport, energy efficiency and public safety in the capital Baku.

The” Baku Smart City " project includes the introduction of smart energy management systems, the installation of smart traffic management systems, the development of smart waste management systems, the introduction of digital services to citizens such as mobile applications and online portals.

In addition to the “Baku Smart City” project, Azerbaijan has also launched initiatives to promote sustainable urban planning and green technologies. For example, energy-efficient public lighting systems have been introduced in the country, electric buses have been introduced in ganja, and a renewable energy park has been established in Pirallahi.

In general, the development of "smart cities" in Azerbaijan is regarded as a positive step towards increasing the sustainability of cities and improving the quality of life of urban residents.

Ganja is the second largest city in Azerbaijan and has become a smart city in recent years. The Azerbaijani government invests in infrastructure and technologies to create a more sustainable and livable urban environment in Ganja.

A number of initiatives and projects related to the development of a smart city are being implemented in ganja.

In order to reduce energy consumption and costs, energy-efficient lighting systems and smart grid technologies have been introduced in the city. In addition, solar panels were installed in the city to generate renewable energy. Intelligent Traffic Management Systems have been implemented in ganja to improve traffic flow and reduce congestion. The system uses cameras and sensors to monitor traffic and adjust traffic signals in real time. The city has implemented intelligent waste management systems to improve waste collection efficiency and reduce environmental impact. The system uses sensors to monitor the level of waste in garbage cans and optimize collection routes. A mobile application has been launched in ganja for citizens '

access to public services and information. In addition, the city has provided an online portal for business that provides access to public services. In ganja city, it adopts "smart building" technologies such as building automation and energy management systems to improve efficiency and reduce costs.

The "Aghdam Smart City" project is an initiative proposed by the government of Azerbaijan to restore and transform the city of Aghdam, which was destroyed during the Nagorno-Karabakh conflict in the 1990s. The project aims to create a modern and sustainable urban environment that uses technology and innovations to improve the quality of life of residents.

The " Agdam Smart City "project includes plans to build modern infrastructure, including" smart " buildings, energy-efficient lighting systems and advanced waste management systems. An extensive transport network will be established in the city, including electric buses, bicycle sharing systems and intelligent traffic management systems.

In addition to these infrastructure projects, the "Agdam Smart City" project also includes plans to develop digital services for citizens, such as mobile applications and online portals for access to public services and information. The project also focuses on the development of entrepreneurship and innovation by supporting startups and technology companies.

In general, the project" Smart City of Aghdam " is an ambitious attempt by Azerbaijan to restore and change the city that was once devastated by the conflict. The project aims to use technology and innovation to create a modern and sustainable urban environment that can serve as an example for other cities in the region.

A number of projects and events related to digitalization and digitalization of the Civil Service have been implemented in Azerbaijan. These projects include e-document management, e-government services, e-mail system, etc. takes place.

One of the most important among these projects is "ASAN Service" (Azərbaycan Respublikasının Prezidenti yanında Vətəndaşlara Xidmət və Sosial İnnovasiyalar üzrə Dövlət Agentliyinin “ASAN xidmət” mərkəzlərinin yaradılması məqsədilə pilot layihənin həyata keçirilməsi ilə bağlı tədbirlər haqqında AZƏRBAYCAN RESPUBLİKASI PREZİDENTİNİN SƏRƏNCAMI https://e-qanun.az/framework/24272). “ASAN Service” is a portal where all public services are combined into one and provided by electronic methods. Through this service, citizens and employees can apply for public services in a very convenient way and submit their documents electronically. In addition, “ASAN Service” provides e-exams, e-applications and other services in various fields.

Also, electronic document management systems have been introduced. Through these systems, documents are electronically managed and easily transmitted between regions.

In addition to these, many other projects related to the digitalization of the public service are being implemented, and through these projects, the presentation and management of public services becomes easier and more effective.

The "ASAN Service" project is one of the largest and most successful projects implemented in Azerbaijan in connection with the digitalization of the civil service. With this project, all public services are combined into one and provided by electronic methods.

"ASAN Service" allows citizens, companies and employees to apply for public services in a very convenient way. Through this service, many relevant documents can be submitted electronically and the application process becomes even easier.

Through “ASAN Service” services are provided in various fields. Among these services are passport license, driver's license, tax payment, treatment services, job search, social assistance, etc. such services are included.

The digitalization of admission to the civil service in Azerbaijan is manifested by the "e-Government" project. This project aims to digitize the recruitment process of personnel

employed in the civil service. The main goal of the project is to make the recruitment process faster, efficient and uncomplicated.

Through this project, the recruitment process in the civil service is carried out through an electronic application form. Therefore, people looking for a job are able to start the recruitment process in a convenient way by logging into the "e-Government" Portal, filling out the application form and submitting the required documents. The portal is free to use and the application form can be submitted before or after the due date.

Through the project, the recruitment process is carried out more transparently and according to equal rules for everyone. Applicants are required to complete the stages of preparation of the recruitment process, stages of testing, interviews, etc. they are able to follow stages electronically. Therefore, applicants can better understand how the recruitment process is carried out and participate in the results of the processes in a faster way.

The application of technologies to state processes in Azerbaijan has been assessed as a positive event with the potential to increase efficiency, transparency and accountability. However, the implementation of measures to eliminate the potential problems associated with the widespread use and implementation of these technologies continues, especially for citizens in more rural or remote regions of the country.

CONCULUSION

The rapid development of digital technologies opens up new paths for humanity to high progress. The widespread use of artificial intelligence, automation of production, robotization, the use of digital technologies in all sectors of the economy has become widespread. In general, the new industrial revolution leads to the use of the newest, differentiated and more accessible technological infrastructure in all areas related to digitalization.

As a result, developed states are developing programs for faster integration of the digitalization process into social and economic life, which creates competition between them. Large powers process large amounts of data through high technologies. People are also using these digital technologies more and more every day. Currently, the production of mobile phones is growing rapidly, cloud and other storage technologies are being created, and all this is becoming part of our life.

Of course, digitalization and technological innovations individually have a positive impact on the economy, national economy, industry and other sectors of each state. This is especially closely related to the digitalization of the economy, the construction of a sustainable and safe infrastructure. Undoubtedly, large-scale reforms are constantly being carried out in Azerbaijan in the socio-economic sphere, including in the field of Public Administration, innovative projects, e-services are being improved, and the transition to digital services in all areas is coming to the fore.

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"Elektron hökumət" portalı haqqında Əsasnamə"nin təsdiq edilməsi və elektron xidmətlərin genişləndirilməsi ilə bağlı tədbirlər barədə AZƏRBAYCAN RESPUBLİKASI PREZİDENTİNİN FƏRMANI https://e-qanun.az/framework/25215
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Gender Aspects of the Development of Socio-Humanitarian Spheres in the Republic of Azerbaijan

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ABSTRACT

The article summarizes and analyzes the gender aspects of the development of the social and humanitarian spheres of the Republic of Azerbaijan, highlights positive and negative trends in this area. The main problems that lead to gender inequality in the spheres of culture, education, science are considered, recommendations and proposals are put forward to reduce gender inequality.

Acquaintance with the real situation of gender equality in socio-cultural spheres allows us to say that, despite a certain disproportion in these areas, as well as cases of vertical gender segregation, positive dynamics have been observed in recent years.

The reforms carried out in Azerbaijan in recent years in the healthcare sector and the improvement of a number of medical indicators also have a positive impact on gender relations. An analysis of these indicators confirms that the overall index of population health and quality of life in the country lags behind European countries, but is high compared to most countries in the region.

Key words: The Republic of Azerbaijan; Socio-Cultural Spheres; Gender Structure; Gender Equality

Introduction:

The achievement of gender equality in the modern world is considered as one of the main political strategies of states. Due to the measures to eliminate gender inequality, the Republic of Azerbaijan has reached the level of leading countries in many respects. Nevertheless, there are still problems to be solved in relation to ensuring gender inequality in our country, which requires comprehensive analysis of the situation of gender relations in the country, as well as the comparative study of the respective situation in Azerbaijan and other world countries.

The fact that the Azerbaijani territories had been under occupation for about thirty years, as well as objective and subjective factors of the transition period affected all the spheres in the country. Despite the current difficulties, Azerbaijan has gained successful development, and the economic growth has tripled over the last twenty years, thereby paving the way to the revival of socio-humanitarian spheres. Socio-economic crisis arising from COVİD-19 pandemic that started in 2020 and the consequences of which are still felt, has adversely affected socio-humanitarian and cultural spheres in which women are most involved in Azerbaijan. However, large-scale measures taken by the government of Azerbaijan allowed to mitigate the negative impact of the processes. Particularly, the liberation of Karabakh from occupation and ensuring the integrity of Azerbaijani territories build confidence in the successful solution of problems related to gender equality in Azerbaijan.

The article summarizes and analyzes gender factors of socio-humanitarian spheres in the Republic of Azerbaijan, highlights positive and negative trends, revises the main problems that lead to gender inequality in the spheres of culture, education, science and healthcare, as well as puts forward recommendations and proposals for reducing gender inequality.

The main part of the article: Today, Azerbaijani woman is actively involved in all the spheres of life - social, socio-economic, scientific spheres, including healthcare, art, culture, education and etc., and worthily represents Azerbaijan in the world. According to the data of State Statistics Committee, women currently make up 51 percent of the population in Azerbaijan. The average age is 71 years old, which is 5.4 years more than the average age of men. Today, 49,5 percent of Azerbaijani women are engaged in employment activity.

We should try to define the position of the Republic of Azerbaijan in the reports of international organizations prior to analyzing the gender aspects of development of socio-cultural spheres. According to the World Economic Forum's Global Gender Gap Report (WEF Gender Gap Report), the Republic of Azerbaijan ranks 100th in the global gender gap index, the 36th in the economic participation and opportunity subindex (sub-indicator), 62nd in education, 154th in health and survival opportunities, and 141st in political representation [21].

Azerbaijan ranks 23rd among 26 countries of the "Eastern Europe and Central Asia" region with a score of 0.688 in the Global Gender Gap Index rankings by region, 2021 [21].

As for the level of education, the gender inequality in the Eastern Europe and Central Asia region has almost been eradicated (99 percent), and in 23 out of 26 countries it even constitutes 99.6 percent. The report of 2021 reveals that Eastern Europe and Central Asia managed to significantly reduce gender inequality according to the health and survival subindex, and it makes up 97.7 percent on average. The index of most countries is above 95 percent. Azerbaijan with the lowest indicator has seen progress in 2020, and gender inequality in this sphere has reached 93, 9 percent in the country.

Belarussia (29), Ukraine (59) and Kazakhstan (72) occupy the highest place among the CIS countries in the global ranking. Russia (81) ranks one of the lowest places among post-Soviet countries. Although the gender equality index in the sphere of education in the CIS countries is high, the exclusion of women from the labor market under the influence of the market economy

has a negative impact on their gender inequality ratings. Eventually, gender differentiation in the sphere of employment marginalizes the situation in the sphere of education.

The forecasts of the WEF regarding the eradication of gender inequality are also of interest. According to the report of 2020, gender inequality will only be achieved in about 99.5 years. It was forecasted that this period could reach 257 years in case of failure to achieve progress in reducing inequality in economic participation and career opportunity [21; 15].

Gender inequality is expected to be reduced within the next 12 years. One of the main reasons for this optimistic forecast is related to the successes achieved in recent years in the sphere of education in developing countries [16].

In the World Economic Forum's Global Gender Gap Report 2021, the first 5 places are taken by Northern European countries (Iceland, Finland, Norway, Sweden (the 5th place) and New Zealand (the 4th place) (Index 0.892 – 0.823) [14, p.18]. Iceland maintains the leadership in reducing inequality between men and women for 12 years. This country has increased the overall gender inequality to 89.2 percent, surpassing the results of previous years (87.7 percent in 2020). As it was mentioned, Azerbaijan (Index 0.688) ranked 100th in this list. Greece, Hungary and Indonesia took places alongside Azerbaijan [14, p.18, 107]. It should be noted that in 2014, Azerbaijan ranked 94th out of 143 countries in the WEF Gender Inequality Index with a score of 0.6754 [19], and in 2020, it again ranked 94th with a score of 0.687 [14, 20-21].

It has to be admitted that the high level of gender equality in humanitarian spheres (education, healthcare, culture) in Azerbaijan (even in some cases in favor of women, for example, they dominate in the spheres of culture and preschool education) was due to the widespread involvement of women in public life during the Soviet era.

The gender factor in the sphere of education in the Republic of Azerbaijan differs in a number of specific features.

Referring to the information developed by International Standard Classification of Education (ISCED 2011), it can be noted that the situation in the Republic of Azerbaijan corresponds to the world standards according to the figures of gender distribution of pupils and students by educational levels. Thus, 47 percent of those who studied the first level (primary education) of ISCED 2011 were women, 53 percent were men; the second and the third levels (secondary education) 46 percent and 54 percent; the fifth and the eighth levels (3rd level education, higher and secondary vocational education) 49 percent and 51 percent, respectively [7, p.107].

As it is seen, although women (51percent) dominate in the gender structure of the population, this balance changes in favor of men at all levels of education. For comparison, the figures for the last educational level in Turkey are completely different: women make up 63 percent, and men are 37 percent, while the percentage of men and women in the lower levels generally corresponds to the overall gender distribution of the country.

The analysis of the gender distribution of students admitted to higher education institutions of the country in 2019 shows that the situation differs in different regions of the country. Thus, women make up 49.95 percent for the city of Baku, 56.1 percent for Ganja-Gazakh economic region, 54.7 percent for Sheki-Zagatala economic region, 43.6 percent for Lankaran economic region, 53.5 percent for Guba-Khachmaz economic region, 48.5 percent for Aran economic region, 49.6 percent for Yukhari Karabakh economic region, 46.7 percent for Kalbajar-Lachin economic region, 48.3 percent for Nagorno-Shirvan economic region, 48.6 percent for Nakhchivan Autonomous Republic (49.9 percent for the Republic of Azerbaijan) [7, pp. 108-110].

Gender equality in education has been fully established by the legislation in the country. Azerbaijan is among the leading world countries in terms of the level of literacy, which is an important indicator of the gender situation. The illiteracy rate of the population aged 15 and

above in the country is 0.3 percent among women, 0.1 percent among men; the illiteracy rate of young people is 0.1 percent among women, and 0.0 % among men [7, p.99]. It is quite a high indicator when 10 percent of girls aged 15- 24 in the world are illetarate. For comparison, in Turkey these figures make up 6.5, 1.2 and 0.4, 0.1 percent. According to these indicators, Azerbaijan surpassed Greece, a member of the EU (the above-mentioned indicators in Greece are 2.6, 1.5 and 0.9, 0.7 percent, respectively).

Gender ratio of pupils and students acccording types of education at the beginning of the 2019/2020 academic year were as follows: 46, 7 percent women in general educational institutions, 45.5 percent in vocational schools, 64.1 percent in secondary vocational schools, and 48.8 percent in higher education institutions and in education for doctoral degree [7, p. .102]. At the beginning of the 2019/2020 academic year, female students in state higher education institutions were 48.5 percent , and men students were 51.5 percent. Women mainly prefer pedagogy, culture and arts, as well as natural sciences [7, p.106]. In 2019, the index of gender equality in education was 0.878 in preschool education, 0.876 in general education, 1.783 in secondary vocational education, and 0.949 in higher education [7, p.101].

Gender equality in Azerbaijan has almost been ensured due to the access of women and girls to education and professional training. However, the number of female students in higher technical institutes and in institutes of natural sciences is rather low in Azerbaijan, as in most other countries, while they constitute a majority among primary school teachers.

The predominance of women in the sphere of education during the Soviet period continued even during the period of independence. Women made up 99.8 percent of teachers employed in pre-school educational institutions, 93.4 percent of teachers in primary educational institutions, 76.4 percent of teachers in general secondary and full secondary educational institutions and 87.7 percent of employees in the sphere of education as a whole [7, p.115]. Women accounts for 65.4 percent of employees in the sphere of education worldwide.

Currently, 81 percent of teachers in state full-time education institutions are women, and 19 percent are men (82 percent and 18 percent in non-state full-time education institutions, respectively), and 79 percent of teachers in secondary vocational schools are women, 21 percent are men. Women also prevail in higher education institutions (55 percent in state higher education institutions, 52 percent in non-state higher education institutions) [7, p.24].

The predominance of women in the education system is, on the one hand, related to the false stereotype that "teaching is not a male profession" formed in the Soviet era, and on the other hand, it refers to the fact that men do not show interest to the field of education because of meagre salaries. Actually, the lack of male teachers in primary and secondary schools has a negative impact on the spiritual education of boys, the formation of their psychological outlook and ego.

Even though female teachers mostly prevail in the sphere of education, gender inequality and "dominance of men" still continue in the management of educational institutions and in decision-making. It manifests itself in all educational stages.

In 2019, women accounted for 38.1 percent of principals and 57 percent of deputy principals in general secondary schools [7, p.111]. Currently, 90.2 percent of rectors, 81.1 percent of vice-rectors and branch directors, 73.5 percent of faculty deans, 73.3 percent of department chairs, 79.2 percent of professors and 51.7 percent of associate professors in state higher education institutions are men. However, as mentioned above, men make up only 19 percent of teachers in general education institutions, and only 45 percent of professors and teachers in higher schools. The situation is almost the same in non-state higher education institutions [7, p. 24, 112], in healthcare and social services predominated by women, and in pension provision, which shows that men mainly take high-paying positions [1, p.206].

Given gender factor, serious quantitative changes have been taking place in the sphere of science in Azerbaijan over the last thirty years. Women are engaged in active scientific work on a par with men in the scientific research institutes of the country. Generally, women make up 53 percent of those engaged in the sphere of science, which is close to the level in some developing countries [10, p.22]. According to the satistics of 2012, 5,521 out of 9,937 employees in the leading scientific institution - the Azerbaijan National Academy of Sciences (ANAS), as well as 7 out of 33 institute rectors, 106 out of 545 doctors of science, and 2,342 out of 4,694 scientific researchers were women [13, p. 36]. In 1991 (the last year of the Soviet power), there were 2,339 female and 6,566 male doctors of philosophy (candidates of sciences) in Azerbaijan. In 2020, this figure was 5,181 and 5,658, respectively [7, p.25], thereby reducing the remarkable differences in the number of female and male PhDs over 30 years. This mainly results from low salaries in the sphere of science. At the beginning of year 2020, women accounted for 56 percent of those studying Doctor of Philosophy and 51.6 percent of those studying Doctor of Science. As per the sphere of science, 69 percent of researchers in humanities, 57.7 percent in medical sciences, 59.5 percent in natural sciences, 37.2 percent in agricultural sciences, 49.6 percent in technical sciences, and 54.4 percent in social sciences were women [7, p.117]. The number of men engaged in science is decreasing, as men are traditionally considered to be breadwinners of the family. However, the predominance of male doctors of science still continues. There were 120 female and 1066 male doctors of science in the country in 1991, while 2020, these numbers increased to 478 and 1981, respectively [7, p.25]. The number of female academic and correspondent members is also in minority, thus, 8 out of 68 academics and 11 out of 94 correspondent members are women [7, p.122]. The minority of female doctors of science, corresponding members, and academics compared to doctors of philosophy can be explained by the fact that after getting the doctor of philosophy degree, they are more burdened with family issues and household chores, and stop engaging in science.

The collapse of the Soviet planned system in the early 1990s and the transition to a market economy led to the expansion of competition in the labor market, to low-paying positions for women, and ultimately to the deepening of gender inequality between socio-humanitarian and economic spheres, and the labor market in the country. Sociologists characterize it as the period of "patriarchal renaissance". Certainly, mental thoughts ("a man should earn bread, and a woman should take care of the house and children") on a par with socio-economic factors play a considerable role.

Healthy Life Expectancy is considered to be the main average index of life expectancy in the world countries. This index accurately characterizes the general state of health and quality of life of the population, the level of efficiency of the national health system and the level of social policy [20]. The study carried out by the World Health Organization (WHO) to measure the level of healthy life expectancy in the countries of the world (World Health Organization: Healthy Life Expectancy Index 2018) shows that Singapore (total life expectancy-76.2; men-74.7; women- 77.6) and Japan (76.2, 74.7, 77.6, respectively) share the highest rating among the countries of the world. As per these indicators, Azerbaijan (64.9, 62.8, 66.9, respectively) takes the 92nd place, one step above neighboring Georgia (64.9, 61.5, 68.4). Armenia took the 71st place in that list (66.3, 63.6, 68.7) [20]. The longer life expectancy of women compared to men in Azerbaijan, as in the whole world, leads to a higher number of women pensioners. Thus, women made up 60.7 percent of the retired pensioners in the country at the beginning of 2020 when the average retirement income was 263.6 manats per month, and made up 41.5 percent of the average monthly nominal salary [7, p.177].

Gender aspects of healthcare indicators in Azerbaijan occupy an important place from the point of view of the analysis of gender equality.

Azerbaijan falls behind most European countries in terms of expected length at birth, which is one of the significant indicators of gender status. This figure was 76.5 years for women and 70.1 years for men for the year 2020. However, these figures reach 86 among women and 79 among men in most European countries, as well as 78 and 70 in Turkey, and 79 and 72 in Armenia.

Maternal mortality is accepted as one of the key indicators of gender policy. Maternal mortality rate was 28.6 deaths per 100,000 live births in Azerbaijan for 1989, 9.3 (the lowest) for 1990, 44.1 (the highest) for 1995, 15.7 for 2010, and 14.9 for 2019. Compared to the previous year, the level of maternal mortality in 2019 increased by 1,1 times in urban and 1,4 times in rural areas. In general, maternal mortality in 2019 increased by 2.1 percent compared to 2018 [7, p.59]. Thus, maternal mortality rate per 100,000 live births in the Republic of Azerbaijan is rather high in comparison with developed countries. This figure is 2-5 in Western European countries. However, Azerbaijan has achieved significant progress compared to the CIS countries. Actually, Belarussia even surpasses Western European countries according to this indicator (1.0). Nevertheless, the infant mortality rate in other CIS countries (33.3 in Armenia, 25 in Kyrgyzstan, 20.2 in Uzbekistan, 17 in Ukraine) is much higher [22]. The government of Azerbaijan regularly implements projects aimed at reducing maternal mortality in cooperation with UNICEF and UNFPA. "The Second National Strategy on Reproductive Health (2009-2015)" approved by the Cabinet of Ministers covers the criteria for the development of maternal health standards, prevention of HIV/AIDS and promotion of reproductive health of young people as well [3].

The Republic of Azerbaijan has made remarkable achievements compared with developing countries in regard to infant mortality rate, but it significantly lags far behind European countries in terms of this coefficient.

In spite of substantial achievements in the sphere of infant mortality in Azerbaijan over the last 50 years, the situation still leaves much to be desired. The infant mortality rate was 41.7 female and 42.7 male deaths in 1960;.6 female and 25.1 male deaths in 1990; 15.5 female and 17.2 male deaths in 2015 per 1,000 live births. Although this indicator has improved significantly over the last 10 years (in 2010, these figures were 11 and 11.5, and in 2019, 9.1 and 12.7, respectively), it falls far behind the global average indicators. Overall male infant mortality rate is higher than female mortality. This also refers to the number of child deaths under the age of 5. The rate of the child death under the age of 5 was 37.2 among male and 43.5 among female babies in 1990; 29.1 and 31.7 in 2000; 13.7 and 14.6 in 2010; and 10.9 and 14.8 in 2019 [7, p.60]. In 2020, 8.6 female and 10.9 male babies per every 1,000 live births were stillborn in Azerbaijan, which is much lower than in Belarussia (2.1 and 2.7, respectively), the leader among the CIS countries. This figure was 5.3 and 6.8 in Armenia, and 8.5 and 9.6 in Turkey in 2019.

As it was mentioned above, the high rate of maternal and infant mortality in Azerbaijan indicates that the level of the quality of medical care leaves much to be desired.

By the end of 2019, there were 31,829 doctors in the country, which left us with the ratio of 32 doctors per 10,000 people. The number of female doctors was 20,980 (65.9 percent of all doctors), and the number of male doctors was 10,849 (34.1 percent) [7, p.90].

Protection of women's reproductive health is one of the main goals of social policy in the country. In 2006, the Cabinet of Ministers of the Republic of Azerbaijan approved “The Plan of Action on the Maternal and Child Health” in order to achieve the 4th (reduction of infant mortality) and 5th (protection of maternal health) development goals of the millennium, to

organize the protection of the reproductive health of the population and to ensure safe motherhood [2]. "The State Program for Poverty Reduction and Sustainable Development in the Republic of Azerbaijan in 2008-2015" by the Decree of the President of the Republic of Azerbaijan dated September 15, 2008, approval of the laws "On Amendments to the Law of the Republic of Azerbaijan on the Protection of Public Health" dated October 28, 2013 and "On Compulsory Medical Examination of Children" contributed to significant changes in the protection of the health of mothers and children in the republic.

Another fact is the decrease in the number of women's clinics from 213 to 131 during the 2010s. However, 99.9 percent of births were attended by skilled health personnel, which significantly reduces the risk of maternal and infant mortality [7, p.90].

The violation of the gender ratio among born babies also causes concern. The high rate of male birth in the Republic of Azerbaijan (53.2 percent of those born until August 1, 2021) [21] indicates the increasing number of selective births in the country. The statistics of 2020 prove that there were 7.8 abortions per 1,000 women aged 15-49 in Azerbaijan in 2000; 9.9 in 2010; and 14.2 in 2019 [7, p.22]. Even though women's access to abortion is a positive factor in terms of gender inequality, the termination of pregnancy is explained by parents' preference for male children rather than medical factors. Thus, boys began to predominate in the gender ratio of the children born, namely 106 male births in 1991, 117 male births in 2001, and 114 male births in 2019 per 100 female births [7, p.53]. In case this tendency continues, it may lead to serious demographic, social and economic consequences in the future. However, it should also be emphasized that despite the predominance of male births, the probability of female babies' survival is higher, which allows maintaining the balance between women and men in the gender structure of the population. Life expectancy at birth in Azerbaijan is 78.7 years for women and 74 years for men, and healthy life expectancy is 68.5 years and 63.6 years respectively [7, pp. 43-44]. The lack of information on the use of contraceptives and the lack of sexual education in the country due to the mentality have a negative impact on women's reproductive health, which consequently prevents Azerbaijan from having high indicators in international rating reports.

Azerbaijan has seen a gradual decline in the fertility rate for many years. This figure decreased from 3.7 (in 1975) to 1.8 in 2002, but slightly increased to 1.9 in 2003 compared to the previous year, then significantly rose to 2.4, 2.3 in 2004-2012, and again decreased to 2.0 in 2019 [7, p.49].

Acquaintance with the current situation of gender equality in the sphere of education and science suggests that despite certain disproportionality in these spheres, as well as vertical gender segregation, positive dynamics have been observed in recent years.

The reforms carried out in Azerbaijan in the sphere of healthcare in recent years and the improvement of a number of medical indicators also have a positive impact on gender relations. The analysis of these indicators confirms that the general index of the population's health and quality of life in the country falls behind European countries thereof, but is high compared to most regional countries.

Women's access to health care have improved in Azerbaijan, however, our country lags far behind European countries in terms of a number of indicators, which are covered in international reports. The fact that most of public health indicators in Azerbaijan are lower than the world thereof implies that the level of quality of medical care is not satisfactory. Therefore, protection of public health should be one of the main goals of social reforms implemented in the country.

Positive results related to the implementation of gender policy in the Republic of Azerbaijan have been reflected in various international documents and reports, among which the reports

submitted by Azerbaijan to the UN Committee on the Elimination of Discrimination against Women and the final notes of the CEDAW Committee on those reports should be particularly mentioned. The report shows that the Azerbaijani government pays due attention to the recommendations of the CEDAW Committee, and actively helps to spread information about the Convention and to explain its provisions in the sense of true equality.

It has to be noted that the national legislation of the Republic of Azerbaijan comprehensively expresses the ideas of gender equality in all the spheres of life. In 1995, the Republic of Azerbaijan adopted and joined the "Convention on the Elimination of All Types of Discrimination against Women", as well as the main international documents on human rights. All these steps pave the way to the elimination of gender inequality in the country and to the development of a gender-balanced policy. The UN Convention "On the Elimination of All Forms of Discrimination Against Women" (CEDAW) is of particular importance among these documents.

About 150 documents on ensuring women's rights and gender equality have been signed in the Republic of Azerbaijan. The Law of the Republic of Azerbaijan "On Guarantees of Gender (Men and Women) Equality" adopted on October 10, 2006 [11] is considered to be an important step towards promoting gender equality at the level of supreme state legislation in the country. The law is an important step towards improving the legislative basis for gender policy in the Republic of Azerbaijan, and concludes the normative legal act concerning gender equality. The Law of the Republic of Azerbaijan "On Prevention of Domestic Violence" was adopted in 2010 [12]. The law provides legal and social preventive measures against domestic violence. Besides, a number of normative legal acts were also adopted in connection with its application [4, p. 61-83]. A number of amendments were introduced to the Law of the Republic of Azerbaijan "On Prevention of Domestic Violence" by the Decree of the President of the Republic of Azerbaijan dated November 24, 2011. The adoption of the law made the fight against violence more systematic. A number of acts were amended following the adoption of the law. These amendments are of particular importance in preventing early marriages.

According to the sex ratio of the population (50.1 women, 49.9 men), the indicators of the Republic of Azerbaijan coincide with the global indicators. These numbers are slightly different only in the PRC (48.7, 51.3) and India (48 and 52) [22; 24].

Rising divorce rate and the decrease of official marriages in the country in the years of independence is another disappointing fact. It should be noted that the highest divorce rate per 1000 people was recorded in 1990 (2.0). In the 2000s the average number was 0.7-0.9, while in the 2010s, it started to increase again (from 1.0 in 2000 to 1.7 in 2019). In 2010, there were 79,172 marriages in the country (9,061 divorces were registered). In 2019, the number of marriages was only 63,869, and the number of divorces, on the contrary, doubled (17,148). In 2019, there were 6.4 marriages and 1.7 divorces per 1000 people in Azerbaijan [7, p. 68]. Although the percentage of marriages and divorces is lower in Azerbaijan than in other countries, the sharp increase in the number of divorces in recent times cannot but cause concern. Given the sharp decrease in the number of marriages due to the pandemic in 2020-2021, it is not difficult to imagine negative demographic consequences this trend could lead to in the future. The average age of both women and men who got married during this period increased (from 23.4 to 24.7 among women, from 27.9 to 29.4 among men) [7, p. 68-69]. In general, over the last 30 years the highest average age of marriage for women and men was recorded in 2019. Interestingly, despite general gender equality among people with secondary and higher education, the number of women among skilled labor force is low, which is primarily related to the gender stereotype in the country. Typically, women give up work after getting married, and prefer taking care of children.

One of the serious socio-demographic problems in the Azerbaijani society is the early marriage of girls in some regions. Marriage of girls and boys under the age of 18 had traditionally been frequent in Azerbaijan. Researches show that early marriages of girls take place with the consent of their parents. The cases of early marriage of girls were frequent at the age of 16 voluntarily and at the age of 15 due to pregnancy. The cases of abduction occurred in the age group 15 and 17 years [9 p. 11]. Statistics show that over the last 30 years, the number of girls and boys under the age of 18, whose marriages were officially registered was as follows: 471 girls (21 men) in 1990, 4742 girls (7 men) in 2010, 366 (only 1 man) in 2019 (0.57 percent only) [7, p. 70]. The remarkable decrease in the number of marriages at an early age is connected with the fact that the legal minimum age of marriage is 18 years for both men and women in Azerbaijan. However, cases of early marriage of girls still continue to occur. Their marriages are not registered, and they enter into an official marriage once they reach the age of 18.

The national legislation of the Republic of Azerbaijan pursues the aim of ensuring gender equality and prohibiting gender discrimination. Furthermore, the national statistics of the country and international gender reports confirm that Azerbaijan has certain problems in the sphere of economic opportunities and political representation. This factor consistently includes Azerbaijan in the two thirds of bottom ranked countries in the world ranking. The UN IP Gender Equality Index includes Azerbaijan in the list of the countries with the highest, high or average level of human development in recent years.

Female employees in the Ministries of Health, Education, Labor and Social Protection account for 79.5 percent, 68 percent and 60.8 percent, and the women in managerial positions make up 37 percent, 41.3 percent and 24.8 percent, respectively [5, p. 247].

Currently, 30 thousand 108 civil servants are employed in the state agencies of the Republic of Azerbaijan, 28.5 percent of whom are women [8]. In spite of significant achievements in the sphere of involvement of women in management, it should be noted that women, who make up approximately 51 percent of the country's population, are still not represented proportionally in government bodies and management positions. Therefore, the solution of the problem depends on the change of people's mental thinking rather than on the adoption of special laws.

The Human Development Index in the Republic of Azerbaijan in the 2000s, taking into account the Gender factor (based on the data of the State Statistics Committee 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

Currently, the main goals and tasks in ensuring gender equality in Azerbaijan are as follows: protecting and strengthening the rights of women and men; taking appropriate measures to enjoy these rights; creating conditions for their equal participation in management and decision-making; improvement and development of democratic representation; ensuring equal participation of women and men in the labor market, business and financial sphere, and economic independence as well.

Solving gender issues, which are among national policy priorities firstly requires dealing with the following issues: increasing the life expectancy of women and men; reducing child and maternal mortality; improving the reproductive health of women and men; protection of low-

income population; creating conditions for equal participation of women and men in the education system, increasing equal educational opportunities [22].

Today, in the context of the market economy in the country, the deepening of gender inequality in the labor market, between socio-humanitarian and economic spheres, are also caused to a certain extent by mental traditions on a par with socio-economic factors.

A number of demographic indicators in the country in recent years (declining birth rate, increase in divorces and in abortions, sex imbalances at birth and etc.) lead to the deepening of gender inequality in the country, which in turn necessitates taking a number of political, legal and socio-economic steps.

One of the critical issues is considered to be the elimination of violence against women, which means, first of all, the complete eradication of domestic violence, raising awareness of the importance of eliminating social inequalities, and sharing of responsibilities between women and men.

Increasing women's political rights and opportunities is one of the main conditions for ensuring gender equality. A number of international gender reports confirm that there are certain problems in the sphere of women's political representation in Azerbaijan, which in turn negatively affects the ranking of Azerbaijan among the countries of the world. Even though the national legislation provides equal opportunities for women and men in this sphere, traditional moral values create certain obstacles to the realization of these opportunities. The expansion of women's participation in decision-making and the promotion of their social activity are not of less importance. This will ultimately have a positive effect on the expansion of women's participation in the political life of the country.

The national legislation of Azerbaijan provides a full legal guarantee for gender equality, however, the achievement of this equality is a long-term process that requires the implementation of a number of comprehensive measures.

Conclusion:

International reports and national statistical data confirm that although the inequalities between women and men in the spheres of education and culture in Azerbaijan has been eliminated to some extent, women are under-represented in the public sector and management. Women's participation in decision-making still remains low. Women make up only 33 percent in managerial positions. In spite of the fact that indicators related to women's access to health care have improved in Azerbaijan, the country falls far behind European countries as per these indicators, which is best explained by maternal and child mortality and average age indicators. The fact that most of the indicators reflecting population health in Azerbaijan are lower than the world thereof suggests that the quality of medical care leaves much to be desired. Therefore, protection of population health should be one of the priorities of social reforms implemented in the country.

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Revaluation of India-China Relations on The Commencement of Xi Jingping's Third Term

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ABSTRACT

Jinping stays chairman of the military commission directing the People's Liberation Army. The long-speculated reappointment shows the leader's success in centrally consolidating power in Beijing. The Standing Committee line-up is additional evidence that Xi's hold on power is unaffected by last year's tumultuous events including a grave economic stagnation, repercussions of the zero-COVID policy, the State's increasing alienation from the Western countries and standing with Russia regarding the Russian invasion in Ukraine. President Xi has persisted to stare at the Galwan valley, sending a vehement signal to India. Due to China's growing influence in the region, the CBMs have come under less pressure. It has been intimidating in the disputed border regions between China and India, resulting in prolonged standoffs. China fundamentally rethought the nature of India's threat following the Doklam impasse. China is at a disadvantage due to the asymmetry of threat perceptions, despite their disparate national might. The growing alliance between the US and India enrages China. Instead of being merely temporary, the peace processes ought to be long-term. This would start with clearly defining the boundaries that separate China and India, and in the event of a violation, both nations should agree on the pertinent sanctions. To engage diplomatically, India and China must come up with original and sincere strategies.

Keywords: Revaluation, India-China Relations, Commencement of Xi, Jingping's Third Term, Galwan Conflict, Confidence Building Measures, South Asia, Economy, Alliance, USA

Introduction:

After a week-long political rally (October 16-22, 2022) to eliminate major opposition groups and strengthen Xi Jinping's political position, the Chinese president has won a remarkable third term. Around three thousand delegates assembled in Beijing for the twentieth Party Congress which is the chief conference in the rule of Chinese Communist Party's five-year political era to approve major organizational and constitutional modifications. President Xi took the initiative and announced that he would serve a third term as party general secretary. Jinping stays chairman of the Military commission directing the People's Liberation Army. The long-speculated reappointment shows the leader's success in centrally consolidating power in Beijing (Davidson et al., 2022).

It also announced the establishment of a seven-member Politburo Standing Committee (PSC), led by Mr. Xi and the inner circle of power in the Communist Party of China led by the members. The Standing Committee line-up is additional evidence that Xi's hold on power is unaffected by last year's tumultuous events including a grave economic stagnation, repercussions of the zero-COVID policy, the State's increasing alienation from the Western countries and standing with Russia regarding the Russian invasion in Ukraine. In a brief remark before the conference was adjourned, Xi explained that the revised constitution contains precise guidelines to maintain and strengthen the party's overall leadership (PTI News Agency, 2022). President Xi has persisted to stare at the Galwan valley, sending a vehement signal to India. Post the CCP Congress, he gave promotion to three generals who had previously performed as commanders of the Western Theatre (WTC) and commanders nearby the Indian boundaries. General He Weidong formerly received a "dual promotion" and had been appointed as one of vice-chairmen of the Central Military Commission (CMC) (Moorthy, 2022).

Changes In China From 2012 Till Present Under Xi Jinping:

The ascent of Xi Jinping in China started in November 2012 when he took the seat of General Secretary of the Communist Party of China as Hu Jintao's successor. March 2013 was the outset of his journey as President of China. In his administration, China began land reclamation in the South China Sea from 2013 to 2014, building artificial islands with airstrips and additional facilities in the area, spreading its claimed territorial reach along the crucial waterways. After the 2017 terrorist attacks, the Chinese government under Xi Jinping launched an abominable repression on Uyghur and other predominantly Muslim ethnic communities in and around the Xinjiang Uighur Autonomous Region. International condemnation and accusations of genocide have been levelled countering the mass arrests and human rights abuses (Schumann, 2022).

In October 2017, when Xi Jinping began his second five-year term as party leader, the party incorporated his philosophy, "Xi Jinping Thought," into its constitution. It symbolically elevated him to the position of Mao Zedong, the leader whose doctrines are acknowledged by his name. In March 2018, China abolished the two-term limit for the presidents, indicating that Xi wants to remain in power for at least ten years. Schumann (2022) has discussed the exertion in Xi Jinping's propaganda apparatus. Deng Xiaoping, the leader who advocated for a more cooperative form of governance, has been devalued as a result. It is abundantly clear that Xi

has been laying the groundwork for a resumption of one-man rule over China's political system (Schumann, 2022).

China's opponents received more forceful messages during the second term of Xi Jinping. China responded in a similar manner when the United States of America, led by President Donald Trump, imposed tariffs on Chinese imports in July 2018. Hong Kong eventually endured this harsh messaging as well. Between June and November 2019, the metropolis was incapacitated by widespread demonstrations crying out for democracy. The Xi administration responded halfway through 2020 by enforcing a national security law that suppressed opposition in the city. China quarantined Wuhan when a new virus transpired what became known as the COVID-19 pandemic in the first month of 2020. Officials announced in December 2020 that they would be conducting an anti-monopoly investigation into Alibaba, the world's largest online retailer (Beijing (AP), 2022).

By September 2021, China's heavily indebted real estate industry, a significant growth driver, experienced a prolonged downturn as a result of the developer Evergrande Group's which is China's second largest real estate company, inability to comply with regulatory limits imposed in 2020 to rein in debt. (Charles & Bracken, 2022)

China conducted military drills around Taiwan following the August 2022 visit of House Speaker Nancy Pelosi to the self-governing island that China claims as its territory (Beijing (AP), 2022). In defiance of recent practice, which limited leaders to two mandates, Xi began his third five-year tenure as chief of the Communist Party in October 2022 (Beijing (AP), 2022).

India's Thoughts On China

India and China began to come to terms with one another in the time of the Cold War and the rise of globalization in the ending phase of the 1970s. They were at the identical developmental stage, which laid the groundwork for their promising friendship. Due to this parity, a number of confidence- building measures (CBMs) were agreed upon, enabling India and China to regulate and expand their cooperation in other areas (Nair et al., 2021). Both States joined a number of multilateral organizations, such as the East Asia Summit, the Shanghai Cooperation Organization (SCO), the Asia Infrastructure Investment Bank (AIIB), and the BRICS (Brazil, Russia, India, China, and South Africa) bloc (Nair et al., 2021).

As trade boomed, Chinese investment in India's electronics, solar, telecomm and, and chiefly digital sectors increased significantly. Ghoshal (2013) brings up the idea that India felt a hint of jealousy at China's ascent, yet it likewise perceived possibilities for commonly useful cooperation. However, India's awareness of the dangers posed by the growing economic, military, and technical disparities between the two countries has increased over the past two decades. Changes in Chinese behaviour as a result of the Asian power shift are the most significant cause of that (Moorthy, 2022).

Due to China's growing influence in the region, the CBMs have come under less pressure. It has been intimidating in the disputed border regions between China and India, resulting in prolonged standoffs. Up until very recently, India remained neutral and acted as a "swing state" between major regional powers, as evidenced by its affiliation with the NAM during the Cold War. India's initial ambivalent response to the Quad also suggests this. At the 2018 Shangri-La

Dialogue in Singapore, Indian Prime Minister Narendra Modi in his speech addressed to China and India, urged the countries to "operate together in trust and confidence, sensitive to each other's interests" (Singh, 2018).

According to Smith (2019), numerous individuals contend that the border impasse in Doklam in 2017 was the driving force behind India's decision to reconsider its participation in the Quad. In that case, India's decision to incorporate the Quad and the Indo-Pacific Strategy into its foreign and military policy probably came about as a result of the border dispute in Galwan in 2020 (Shaban, 2020).

Deepak (2022) discusses India's "Act East Policy" connectivity initiatives, which have shifted India's focus away from China and toward Southeast Asia. The India-Myanmar-Thailand-Cambodia-Vietnam Trilateral Highway, which has been extended and is expected to be completed by 2023, is one of these (Deepak, 2022). It is thought that China is encircling India when it builds ports and naval bases close to India's marine outposts, such as Coco Island in Myanmar, Chittagong in Bangladesh, Hambantota in Sri Lanka, Marao Atoll in the Maldives, and Gwadar in Pakistan. India is unquestionably worried about this "String of Pearls" that is around its neck. Sagar (2020) examines how India is stressed over the expanded presence of China in the Indian Ocean Region (IOR) and its obligation trap strategy for little littoral states (Sagar, 2020).

India believes in "ASEAN centrality" and envisions a free, open, and inclusive Indo-Pacific region based on a law-abiding international system (Saha, 2022). India's security cooperation with the United States and other regional powers has improved as a result of this apparent balance. The institutionalization of the India-US 2+2 Dialogue, the Indo-Pacific Economic Framework, the Quad, and the US-India Malabar naval exercises all point to this growing cooperation (Sun, 2022).

China’s Thoughts On India:

China is firm in its belief of inherent superiority. India is never considered to be on par with China in Beijing's strongly hierarchical vision for Asia. By supporting Pakistan and establishing relationships with smaller nations in the region, China's policy toward India has largely balanced India in South Asia. This is due to the fact of China’s awareness of India's potential as a regional power, its global impact, and its historical influence in South Asia. As a member of the "Global South," Beijing has attempted to form "coalitions" with India whenever possible. Examples include joining forces to demand financial resources under Article 9 of the Paris Agreement, as Mizo discussed, or working together in the WTO to oppose the enormous subsidies given to farmers by western nations. Because neither of the parties wanted to significantly alter the diplomatic situation, disagreements and arguments were contained (Sun, 2022).

Problems on the ground are frequently brought about by this divergent perspective on threats held by both nations. China fundamentally rethought the nature of India's threat following the Doklam impasse. China is at a disadvantage due to the asymmetry of threat perceptions, despite their disparate national might (India's GDP is 20% higher than China's). To put it another way, while India sees China as its primary threat, China views India as a secondary issue. Beijing

places the protection of the Pacific from Western powers at the top of its priority list. In terms of national strength or a nuclear or conventional arms race, India may not yet be able to compete with China. In any case, because of this unevenness of safety goals, it is not entirely set in stone and zeroed in on China than China on India (Sun, 2022).

The growing alliance between the US and India enrages China. This is annexed by the Dalai Lama, Tibet, sharing of river water, and exchange lopsidedness issues. According to Morrishy (2002), a few academics from China have asserted that India's opposition to the "One China Policy" is rooted in the Kashmir dispute, which is the site of a prolonged territorial dispute between China and India. In a similar vein, the late Indian Foreign Minister Sushma Swaraj had also urged China to adhere to its own "One India Policy." In any case, obviously China needs India as an exchanging accomplice to support its Gross domestic product, and the nation can't stand to lose the degree of Gross domestic product, which would strongly decline. Both parties are aware that economic engagement between the nations reduces the likelihood of conflicts. Additionally, the Wuhan Summit demonstrated that the two nations are eager to iron out any misunderstandings in their ties and do not intend to engage in a military conflict (Comparing China and India by Economy, 2021).

Significant Difficulties Ahead For India And China:

In a multi-polar world, China imagines itself to be Asia's only superpower. China considers India's rise to be a threat to its goal of becoming a uni-polar regional power. At the moment, members of the strategic and intellectual community are debating India-China relations which have brought to light a number of issues, including the potential for the relationship in the future and its main current obstacles. There has been more mistrust and suspicion than friendship between India and China over seven decades of relations (Kumar, 2022).

This mutual mistrust and suspicion has grown over time, reaching extreme levels in the current circumstance. Due to the divergent points of view of the two parties, it has always been difficult to reach an agreement on a number of delicate issues like the concerns regarding the Sino-Indian border. China and India have not always disagreed with one another. The two nations have made various earnest endeavours to determine their issues, remarkably as to the line issue. However, China's rapidly shifting behaviour pattern wasn’t able to help settle the disputes, which is regrettable. China completely disregards any promises it makes, whether they are bilateral or multilateral (Kumar, 2022).

By arming soldiers with lethal weapons during the standoff, China violated all established protocols and agreements. As a result, the Confidence Building Measures (CBMs) agreements that India and China signed on the military front along the line of the LAC proved to be of no use to India. There was some disengagement from some areas following the Galwan conflict, but this is insufficient until India completes its disengagement and returns eastern Ladakh to its previous state in its military negotiations with China (Shaban, 2020). China's insistence that India cease all involvement has had no effect (Shaban, 2020).

Future Of The India-China Relations:

In order to further strengthen this relationship, both parties can take several actions for their mutual benefit. Both nations must acknowledge that their civilisations have ancient histories and are the oldest. The main cause of this conflict has emerged as the border dispute between the two nations, which must be resolved. This has to be discontinued because it would be turbulent both for the people and governments. As a result, officials from both nations can be sent to lead a discussion on this topic and find solutions. Additionally, peace must be maintained at both countries' borders (Deepak, 2022).

Instead of being merely temporary, the peace processes ought to be long-term. This would start with clearly defining the boundaries that separate China and India, and in the event of a violation, both nations should agree on the pertinent sanctions. This will reduce border apprehensions such as the Doklam deadlock and the Galwan valley events which were exceedingly complex and deprived the relations (Shaban, 2020).

The economic front is another part of the situation that needs to be fixed. The current performance is significantly worse than normal, despite the fact that there is a good chance of a positive association. The trade balance, which is skewed heavily in India's favour but still needs to be improved, is an immediate concern. Counterpoint Research says that Chinese companies made 114 million, or 72 per cent of the 158 million smartphone devices that were exported and put on the Indian market. Chinese companies currently dominate a number of India's consumer markets. These incorporate the PC equipment industry, which is overwhelmed by Lenovo; the market for home appliances, which Haier controls; the market for telecom equipment, which Huawei controls; likewise (Singh, 2020). The Chinese market is shut to countless Indian things, including rice except basmati, products connected with data innovation, and drugs. India's products need to be allowed to enter the Chinese market (Singh, 2020).

Pakistan's proxy war against India has always been supported by China (Shaban, 2020). China, on the other hand, cannot ignore the fact that Pakistan nurtures some of the most wanted terrorists' brains behind the majority of global terrorist attacks. The issue of psychological oppression that is exuding from Pakistan ought to be of essential concentration for both China and India (Moorthy, 2022).

Conclusion:

Since the 1950s, the relationship between India and China has gone through a number of ups and downs, from friendly to hostile to friendly. Their relationship has undoubtedly been impacted by the tensions that have emerged between the two countries. The tactical spending plans of the two nations have expanded because of line interruptions, despite the harmony and peacefulness on the wildernesses that have been laid out lately. There has been an arms race between the two nations as a result of mistrust, which has made the security situation even worse. China has emerged as India's most important trading partner, despite all the contentious issues between the two countries. The two nations have been trading more frequently in recent years. Through informal summits, official visits, and summit meetings, the two countries' relations have also attempted to expand their engagements (Chatterjee, 2019).

A special arrangement structure should be utilized by both countries so that they can communicate with one another and South Asian countries, such as Bangladesh, Myanmar, Nepal, Pakistan, the Maldives, and Sri Lanka, to discuss issues pertaining to the region. During a military crisis, the two nations should stop harbouring mistrust and begin to build trust. Meeting regularly with senior military officials to discuss the most recent military projects is one way to accomplish this. Every year, defence delegations should switch places during military drills. To engage diplomatically, India and China must come up with original and sincere strategies. There are various systems to reinforce the connection between the two countries. Instead of being disengaged and disrupted, both countries must engage in dialogue. India ought to concentrate more on its internal policy because doing so will ultimately strengthen the nation and eliminate any possibility of mistrust. Last but not least, it's essential to always remember the lessons learned in the past (Chatterjee, 2019).

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India's Access to Clean Energy is Dependent on Lithium

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ABSTRACT

The Geological Survey of India (GSI) made the first-ever discovery of a 5.9 million tonne lithium Reserve in the Reasi area of Jammu and Kashmir and it's regarded as the nation's first lithium reserve. In the past, a lithium reserve of 1600 tonnes was discovered in Karnataka, but sadly, it was not economically viable. The paper will focus on how lithium can support India's goal of developing clean energy economy, its long-term effects, and how the US will profit from the strategic partnership and its future course. In the field of renewable energy, lithium has been hailed as a major contributor, especially in the creation of electric battery vehicles (EVs). Bureau of Energy Resources Assistant Secretary Mr. Geoffrey R. Pyatt of the US Department of State in his trip to New Delhi, Mumbai and Pune between February 13 and 17, 2023, displayed a swift response to the discovery of lithium in Jammu and Kashmir. But Lithium wastes from Reasi mining operations that is discharged into Chenab, could harm its ecosystem and water quality severely. This could therefore have ramifications on local residents' health and well-being as well as the agricultural and industrial operations that rely on the river. The nation's initiative to augment its production of lithium and to become an eminent player in the global lithium market has the potentiality to dispense prominent environmental and economic welfare for its home and the entire world.

Keywords: Lithium, Lithium reserve, Jammu & Kashmir, Geological Survey of India, Electronic battery vehicles, Ecosystem, Economy, Chenab, welfare, cooperation

Introduction:

The Geological Survey of India (GSI) made the first-ever discovery of a 5.9 million-ton lithium reserve in the Reasi area of Jammu and Kashmir, and it's regarded as the nation's first lithium reserve. Although GSI has not yet provided a comprehensive study on how much lithium, can be mined or how it'll increase employment prospects for the people of Jammu and Kashmir, it's of very high quality. In the past, a lithium reserve of 1600 tonnes was discovered in Karnataka, but sadly, it was not economically viable. The paper will focus on how lithium can support India's goal of developing clean energy economy, its long-term effects, and how the US will profit from the strategic partnership and its future course. (Mollan, 2023)

Lithium's Role In Boosting India's Clean Energy Industry

In the field of renewable energy, lithium has been hailed as a major contributor, especially in the creation of electric battery vehicles (EVs). This is because lithium-ion batteries, which have a high energy density, are durable and have a low rate of self-discharge which is the most often utilized battery type in EVs. Hence, there are ways in which lithium conceivably could help India's EV market and clean energy sector grow –

Storage of energy – Because lithium-ion batteries can store and discharge a significant quantity of energy rapidly and effectively, they are perfect for energy storage applications. These batteries are therefore, perfect for usage in electric vehicles (EVs) which need a lot of energy to operate. In the renewable energy industry, where they can be used to store extra energy produced by wind and solar farms during times of low demand, lithium-ion batteries are also helpful because of their capacity to store energy for extended periods of time.

Increase in EV adoption – The utilisation of lithium-ion batteries will be more frequent in EVs as the market for EVs expands. Lithium will be in higher demand as a result, which will help fuel the transition to a more sustainable energy system and stimulate the growth of the clean energy sector.

Reduction in cost – When lithium-ion batteries become more widely used, prices are projected to decline due to the rising demand for them. By making EVs more accessible and inexpensive, more consumers will adopt them, accelerating the transition to renewable energy.

Indian Economy – India possesses a great chance to dominate the global EV industry, and the usage of batteries made of lithium-ion in EVs is anticipated to have a positive impact on the Indian Economy. India may generate new jobs, lessen its reliance on foreign oil, and contribute to the solution of air pollution and other environmental problems by growing a robust EV industry.

Consequently, lithium has the potential to play a significant role in India's EV development as well as the renewable energy sector. India can use this technology to advance the transition to a more clean energy system and build a more just and prosperous future for its people. (India's lithium discovery could boost green energy but creates problems in the region, 2023).

USA'S INTERESTS FOR PARTNERSHIP WITH INDIA

Bureau of Energy Resources Assistant Secretary Mr. Geoffrey R. Pyatt of the US Department of State in his trip to New Delhi, Mumbai and Pune between February 13 and 17, 2023, displayed a swift response to the discovery of lithium in Jammu and Kashmir. According to what was disclosed, the trip was planned as a part of India's G-20 Presidency and strategic collaboration, and their main concerns would be the transition to clean energy and security of energy. The US imports up to sixty-nine per cent of the lithium needed to finish building out its EV battery capacity as reported by the S&P Global estimates. Lithium is a metal that India has considerable deposits of, and the nation is working to enhance its production in order to satisfy the rising demand from international markets. In order to assure a stable and consistent supply of metal for both home and international markets, the US is interested in collaborating with India to develop its lithium resources in a sustainable and ethical manner. The US and India are anticipated to collaborate in the lithium sector in a variety of ways. For instance, the two nations can work together on R&D projects to stimulate the extraction and processing of lithium as well as to discover fresh and more effective uses for the metal in batteries and other products. Additionally, they might collaborate on initiatives to develop new lithium manufacturing facilities in India and create a more reliable lithium supply chain.

In order to ensure that the sector is run in a sustainable and responsible manner, the US might also assist India in creating its regulatory framework for lithium mining and production. This can entail taking steps to lessen the environmental damage caused by lithium mining, to safeguard the health and safety of employees and nearby communities, and to make sure that the advantages of lithium production are distributed fairly. In general, the US sees cooperation with India as a crucial component of its strategy to ensure a consistent and reliable supply for lithium for domestic and foreign markets. Together, the two nations can make sure that the world's need for lithium is satisfied in a way that is conscientious and feasible.(Plus, 2023).

Long-Run Implications

A vital supply of water for cultivation, industry, and home use is the Chenab River, which flows through Jammu and Kashmir into Pakistan. Lithium wastes from Reasi mining operations that is discharged into Chenab, could harm its ecosystem and water quality severely. This could therefore have ramifications on local residents' health and well-being as well as the agricultural and industrial operations that rely on the river. Also, the Indus Water Treaty between Pakistan and India may be affected if Lithium waste is released into the Chenab. The Indus River and its tributaries, including the Chenab, are shared by India and Pakistan under the terms of the treaty. It is crucial that the Indian government and other relevant parties take action to reduce the effects of lithium mining on the Chenab River and Pakistan, which is next door. This could entail taking steps to ensure sustainable and responsible use of the two nations' shared water resources, such as effective waste management, monitoring and regulation of mining operations, and improved bilateral collaborations.

Conclusion

Lithium is a metal that India has considerable deposits of, and the nation is moving to enhance its production in order to fulfil the rising demand from international markets. The Indian government is investing in research, infrastructure, development and administrative framework to promote the expansion of the lithium industry because it acknowledges the significance of the metal as a critical component in the transition to sustainable energy. In the final analysis, lithium has the potential to be significant component in helping India develop its renewable energy sector. By developing its lithium resources in a sustainable and ethical manner, India can contribute to meet its increasing demand and promote the evolution to a future which is more sustainable and clean. The nation's initiative to augment its production of lithium and to become an eminent player in the global lithium market has the potentiality to dispense prominent environmental and economic welfare for its home and the entire world. (Plus, 2023).

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The Mentorship Advantage: Fostering Innovation and Creativity in the Workplace

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ABSTRACT

Encouraging innovation in the workplace is crucial for the growth and success of any organization. One effective way to foster innovation is through the use of employee mentorship programs. Employee mentorship can provide valuable guidance, support, and knowledge transfer, which can inspire and empower employees to think creatively and take risks.

This research utilised the qualitative systematic review to investigate the role of mentorship in organisations and how it plays a role in both employees' performance and organisational success. It traces the various mentorship programs worldwide and other case studies in New Zealand, the country of the researcher. The aim is to establish a trend of how organisations who embed mentorship in their organisational strategies render a rewarding outcome revealed in their organisational competitiveness exhibited through their employees' innovation and creativity.

The research findings identified the merits of embedding a mentorship program in the organisational strategy. This has been reiterated through the various case studies validating how organizations have leveraged mentorship to encourage innovation in the workplace.

Keywords: Workplace Mentorship, Innovation, Creativity, Professional Development, Organisational Competitiveness, Employee Performance.

1. Introduction:

Mentorship and organisational innovation and creativity play a crucial role in fostering growth, profitability, development, and success within an organisation. New ideas and initiatives can lead to increased productivity, improved efficiency, cost savings, and the development of new markets or revenue streams.

To foster mentorship and organisational innovation and creativity, organisations can establish mentorship programs, encourage cross-functional collaboration, provide resources for experimentation, and create a supportive and inclusive work environment that values and rewards creative thinking.

The research questions for this paper are answered by examining the similarities and differences among the role of teaching, versus coaching versus mentoring. A detailed explanation of the aspects of mentorship in the workplace and its key pillar were presented. This was followed by a review of the different mentorship models available for organisations to adopt depending on their unique requirements and what fits best with their respective strategies. The advantages of workplace mentorship and its positive impact on employee performance is clarified. The research further stipulates examples of both global and national (i.e. New Zealand) organisations who adopted mentorship programs to encourage innovation and creativity in the workplace. As a final point, the research reports on findings and conclusion.

2. Research Methodology

This research paper utilised the qualitative systematic review (Grant & Booth, 2009) (Grant & Booth, 2009) drawing on data from multiple studies gathered through wide research executed via google scholar, ProQuest databases and various global organisational websites obtained from Google search.

The research chooses the systematic review for this study to deliver meticulous summary of the available research found in response to the research questions below.

Research Questions:

- What are the advantages of organisational mentorship programs on employee performance?
- Does a mentorship program in the workplace foster employees' innovativeness and creativity?

3. Mentorship in the Workplace

In order to understand the meaning and role of mentorship in the workplace, we need to identify the similarities and differences among various interrelated terms: teaching, coaching and mentoring.

What are the differences between teaching, coaching, and mentoring?

Teaching, coaching, and mentoring are all forms of guidance, help, and support. But they differ in their approaches, goals, and relationships as demonstrated in the following Figure 1 below. The following are the primary differences between teaching, coaching, and mentoring:

1. **Teaching:**
   Teaching is a structured process focused on imparting knowledge and skills to learners. Teachers possess expertise in a particular subject or domain and use various instructional methods to convey information to students. The emphasis is on sharing information, explaining concepts, and facilitating learning. Teachers typically work in formal educational settings such as schools and universities (Hinchcliffe, 2012; Moseley, et al. 2005; & Saphier & Gower, 2012).

2. **Coaching:**
   Coaching is a goal-oriented process that aims to enhance an individual's performance, skills, or personal development. Coaches assist individuals in identifying their strengths, weaknesses, and goals, and help them bridge the gap between their current and desired state. Coaches often have expertise in a specific area and use strategies such as questioning, feedback, and guidance to facilitate growth. Coaching can occur in various contexts, including sports, business, and personal development (Herrington, 2023 & Garvey et al., 2016).

3. **Mentoring:**
   Mentoring involves a long-term, nurturing relationship between a mentor and a mentee. Mentors are experienced individuals who provide guidance, advice, and support to mentees based on their own knowledge and experiences. The focus of mentoring extends beyond skills development to encompass broader aspects such as career growth, personal development, and life choices. Mentoring relationships often evolve naturally, and mentors act as role models, sharing insights and wisdom gained through their own journey (Eby et al., 2007; Clutterbuck, 2004; & Garvey et al., 2016).

Figure 1 Coaching vs Mentoring vs Teaching

SOURCE: Herrington, A.J. (2023). *Coaching vs Mentoring vs Teaching*. Retrieved on 6 April 2023 from https://www.pinterest.nz/pin/140806230035498/

What is Mentorship in the Workplace?

Workplace mentoring is a "learning partnership between employees for purposes of sharing technical information, institutional knowledge and insight with respect to a particular occupation, profession, organization or endeavor". If this process is done correctly, the organization may reduce turnover and increase productivity (BC Forest Safety Council, 2008).

Workplace mentoring is not confined to a certain age and is a relationship that develops through close interactions with a mentor and their protégé. Mentoring practices differ from other developmental relationships in the workplace, such as supervision and leadership (Raabe & Beehr, 2003).

Various researchers (Clutterbuck, 2018; Ragins & Kram, 2007; Eby et al., 2007; Fowler & O'Gorman, 2005; O'Neill, 2005; Allen et al., 2004; Kram, 1985; & Levinson et al., 1978) stipulated that mentorship in the workplace refers to a professional relationship between an experienced and knowledgeable individual (the mentor) and a less experienced or junior employee (the mentee). The mentor provides guidance, support, and advice to the mentee, helping them develop their skills, knowledge, and career. They further postulated the following key aspects of mentorship in the workplace:

- **Guidance and Support:** Mentors offer guidance and support to their mentees by sharing their expertise, experiences, and knowledge. They provide insights into the industry, company culture, and career development.
- **Skill Development:** Mentors help mentees develop specific skills necessary for their professional growth. This may include technical skills, communication skills, leadership abilities, problem-solving techniques, or any other skills relevant to their field.
- **Career Development:** Mentors assist mentees in setting and achieving their career goals. They may offer advice on career paths, provide opportunities for growth and learning, and help mentees navigate challenges and obstacles in their careers.
- **Networking and Connections:** Mentors can introduce mentees to valuable professional networks and connections. They may provide opportunities for mentees to interact with influential individuals in their industry, which can lead to new opportunities, collaborations, or mentorship from other experts.
- **Feedback and Accountability:** Mentors provide constructive feedback and hold mentees accountable for their professional development. They offer guidance on areas of improvement, review work, and provide suggestions for growth.
- **Emotional Support:** Mentors often act as a source of emotional support for mentees. They lend a listening ear, offer encouragement during challenging times, and help mentees build confidence and resilience.
- **Knowledge Transfer:** Mentors share their expertise and industry knowledge with mentees. This can include teaching specific techniques, sharing best practices, or providing insights into industry trends and developments.

Mentorship in the workplace can be formal or informal. Informal mentoring is a mentorship that evolves organically, almost like a friendship. Colleagues, family members, and friends can all be informal mentors; they are people you turn to for advice or to challenge you. On the other hand, formal mentoring is an organised program that matches people with mentors who

can help them towards a goal or target. Formal mentoring programs in organisations are naturally fairer and more inclusive, as they don't rely on senior managers or teachers 'taking a shine' to individuals and favoriting them (Cornin, 2020; Laiho & Brandt, 2012; Chun et al., 2012; & Chao et al., 1992).

Lollis (2016) explained that mentoring is built on the following pillars to guarantee its efficiency and success in the workplace.

Pillar 1: Partnership Matching

In this pillar a strong mentee-mentor matching is the foundation of a constructive mentoring relationship. The mentor's career experiences must align with the mentee's needs and the critical gaps that, if filled, could allow the mentee to progress in their career.

For example, a mentee with strong financial acumen who is interested in a CFO position may be better served by a mentor with deep experience in interpersonal communications than by a CFO, who might have similar strengths and weaknesses.

Pillar 2: Mentee, Mentor and Partnership Training

This pillar states that it is essential that each member understands in detail how the partnership will function i.e., who will schedule meetings, how often and what time of day they will meet, how cancellations will be handled. It's also essential that the partnership be "kicked off" with some relationship-building exercises that help partners understand communication styles, personalities, and behaviour norms. This pillar stresses that behavioural and personality assessments are often helpful for creating a common language to facilitate this process.

Pillar 3: Partnership Coaching

This pillar states that within the first two to three months of a partnership, it's critical to ensure that the mentee and mentor are establishing positive habits and connecting in a healthy way. This could be done through an open conversation with each mentee and mentor to identify challenges and create the opportunity for coaching to facilitate connection. In case any challenges or misunderstanding arise about scheduling, it is advised to use a third party to ensure partnership remains on track.

Pillar 4: Supporting Content

This pillar focuses on the value of having rich content as a critical component in sustaining high-impact mentoring partnerships. Whether through interactive workshops or discussion guides, mentees must be continually exposed to content on far-reaching, career-impacting concepts such as executive presence, organizational culture, corporate politics, career planning and strategic communications. Focusing on big ideas and deep discussions leads to meaningful conversations among parties and enhances the relationship by keeping everybody engaged.

4. Different Models of Mentorship in the Workplace

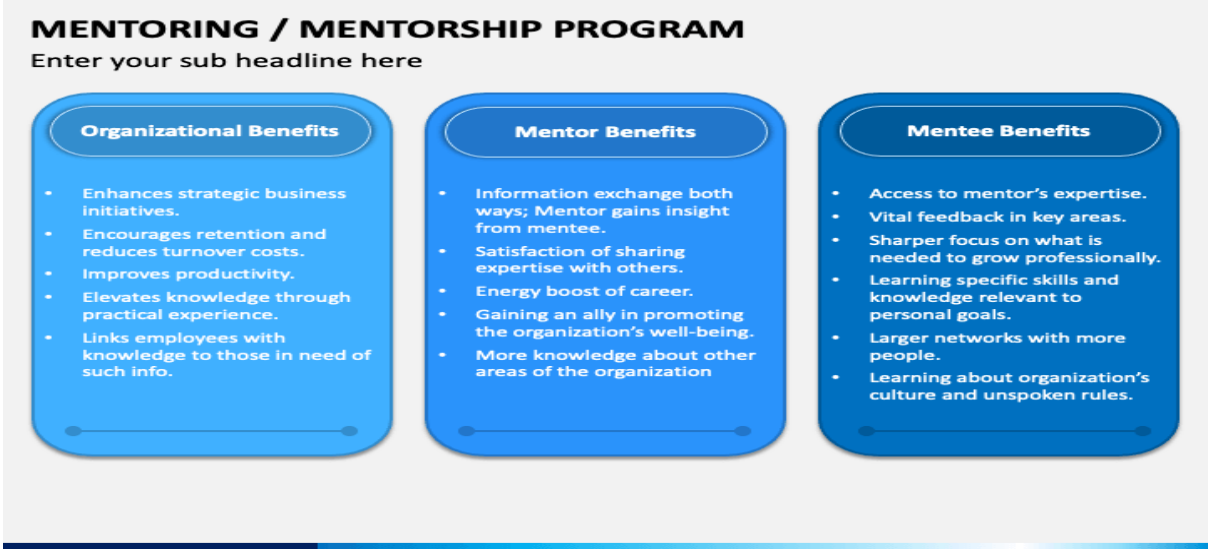
Workplace mentoring programs come in various models, and organizations can adopt different approaches based on their specific needs and goals. Shih et al. (2023), Clutterbuck (2018), Eby et al. (2019) and Laband and Lentz (1995) depicted various mentoring programs and the following are some of those models:

1. **Traditional One-on-One Mentoring:**
   This model involves pairing a more experienced employee (mentor) with a less experienced employee (mentee) in a one-on-one relationship. The mentor provides guidance, support, and knowledge transfer to the mentee, helping them develop their skills and career.
2. **Reverse Mentoring:**
   In this model, the traditional mentor-mentee relationship is reversed. Younger or less experienced employees are paired with more senior or experienced employees to mentor them on topics such as technology, social media, or current trends. Reverse mentoring promotes cross-generational learning and helps senior employees stay updated with new ideas and perspectives (Gadomska-Lila, 2020).
3. **Group Mentoring:**
   Group mentoring involves a mentor working with a small group of mentees. This model allows for peer learning and collaboration within the group, as well as collective problem-solving. Group mentoring is useful when multiple employees can benefit from the mentor's expertise.
4. **Virtual Mentoring:**
   With the advancement of technology, virtual mentoring has gained popularity. It involves mentors and mentees connecting remotely, either through video calls, emails, instant messaging, or online collaboration platforms. Virtual mentoring allows for flexibility and enables organizations to connect employees across different locations.
5. **Peer Mentoring:**
   Peer mentoring involves employees at similar levels or positions mentoring each other. It is a collaborative approach where individuals share their expertise, experiences, and support to help each other grow professionally. Peer mentoring can enhance teamwork, engagement, and skill development.
6. **Flash Mentoring:**
   This refers to quick one-off mentoring sessions aimed at learning a key piece of information of skill. It is useful for creating impactful knowledge sharing without the pressure to develop a long-term relationship. It can be used with other types of mentoring like group mentoring.
7. **Team Mentoring:**
   Team mentoring involves a group of mentors and a group of mentees who carry out mentoring sessions as a team. The key difference between group mentoring and team mentoring is that team mentorship often involves multiple mentors working with the group instead of just one. This type of mentoring can help to promote diversity and inclusion as it creates a space for a number of different people with different opinions and perspectives to come together and learn from one another (Wolf & Ober, 2017).

Organizations can choose a single mentorship model or combine multiple mentorship models based on their specific needs, resources, and organizational culture. The key is to design a mentoring program that aligns with the organization's goals and supports the growth and development of its employees.

The following Figure 2 summarises the multiple benefits of mentorship programs for all involved parties i.e., organisations, mentors and mentees.

Figure 2: Benefits of Mentorship Program



SOURCE: ScetchBubble (2023). *Mentoring Program.* Retrieved on 8 April 2023 from https://www.sketchbubble.com/en/presentation-mentoring-program.html

5. Advantages of Organisational Mentorship on Employee Performance

This section answers the first research question by reporting on the research findings of various research sttudies (Ivey & Dupre, 2022; Gadomska-Lila, 2020; Corning, 2020; Carter & Youssef-Morgan, 2019; Wen et al., 2019; Clutterbuck, 2018; Ragins et al., 2017; Turban, et al., 2017; Park et al., 2016; St-Jean & Mathieu, 2015; San Miguel & Kim, 2015; Grima et al., 2014; Lyle & Smith, 2014; Eby et al., 2013; Tong & Kram, 2013; Ghosh & Reio Jr., 2013; Liu et al., 2012; Chandler et al., 2011; Burk & Eby, 2010; Singh et al., 2009; Eby et al., 2008; Ragins & Kram, 2007; Allen et al., 2006; Underhill, 2006; Eby & Lockwood, 2005; Allen et al., 2004; Higgins & Kram, 2001; & Scandura & Williams, 2001; Burke & McKeen, 1997; Scandura, 1997; Turban & Dougherty, 1994; Fagenson, 1989; & Kram, 1985).

"What are the advantages of organisational mentorship programs on employee performance?"

The following are the results of reviewing and analysing the research results reporting on the advantages and impact on employee performance resulting from participating in workplace mentorship programs.

1. **Skill Development:**
   Mentoring provides employees with opportunities to enhance their skills and knowledge. Mentors can share their expertise, provide guidance, and offer valuable insights to help mentees develop new competencies. As mentees acquire new skills, they become more capable of tackling complex tasks efficiently, leading to increased productivity.

2. **Knowledge Transfer:**
   Mentoring facilitates the transfer of tacit knowledge, institutional wisdom, and best practices from experienced employees to mentees. This knowledge transfer can accelerate the learning curve and enable mentees to gain insights that might otherwise take them years to acquire independently. By leveraging the mentor's knowledge, mentees can avoid common pitfalls, make informed decisions, and work more effectively, boosting their productivity.

3. **Career Development:**
   Mentoring plays a crucial role in employees' professional growth and advancement. Mentors can help mentees identify their strengths, weaknesses, and areas for improvement, and guide them in setting goals and creating action plans. As mentees receive guidance and support in their career development, they gain clarity, motivation, and a sense of direction, which can fuel their productivity and drive them to achieve higher levels of performance.

4. **Increased Engagement:**
   Mentoring fosters a sense of belonging, connection, and engagement among employees. When mentees feel supported and valued, they are more likely to be motivated and committed to their work. Engaged employees tend to be more productive, as they invest their energy and effort into their tasks and are more inclined to go above and beyond to achieve organizational objectives.

5. **Confidence Building:**
   Effective mentoring can boost employees' confidence levels. Mentors provide encouragement, constructive feedback, and validation, which helps mentees build self-assurance in their abilities. Increased confidence leads to a willingness to take on challenging projects, make decisions autonomously, and contribute ideas. As mentees become more self-assured, they become more productive and proactive in their work.

6. **Improved Communication and Collaboration:**
   Mentoring often involves regular communication and interaction between mentors and mentees. These dynamic fosters open dialogue, trust, and improved communication skills. Mentees learn to articulate their thoughts, seek feedback, and actively engage in discussions. Enhanced communication and collaboration lead to better teamwork, reduced misunderstandings, and more efficient workflow, ultimately enhancing productivity.

7. **Supportive Environment:**
   Mentorship programs foster a supportive and nurturing environment where employees feel encouraged to take risks, experiment, and think outside the box. This psychological safety can significantly enhance employees' confidence and willingness to explore innovative approaches, leading to a boost in creativity within the workplace.

8. **Feedback and Reflection:**
   Regular interactions with mentors enable mentees to receive constructive feedback on their ideas and projects. Such feedback can help mentees refine their innovative concepts and identify areas for improvement. Additionally, mentorship encourages mentees to engage in self-reflection, prompting them to evaluate their own creative processes and refine their thinking over time.

Furthermore, Cornin (2020) demonstrates the various benefits of mentorship in the workplace (refer to Figure 3) which encompasses employees wellbeing and development, and organisational success and competitiveness.

Figure 3: Benefits of Mentorship Programs in the Workplace

SOURCE: Cornin, N. (2020). *The Different Types of Mentoring and How to Use Them.* Retrieved on 8 April 2023 from https://guider-ai.com/blog/types-of-mentoring/

6. Case Studies of Organisations Using Mentorship to Encourage Innovation in the Workplace

This section aims to answer the second research question posed earlier: "Does a mentorship program in the workplace foster employees' innovativeness and creativity?" The research looked at both global organisations and New Zealand organisations that fit this profile. These case studies demonstrate how organizations have leveraged mentorship to encourage innovation in the workplace. By pairing employees with mentors, providing guidance, and creating opportunities for knowledge sharing, these companies have created an environment that supports and nurtures innovative thinking and fosters a culture of continuous improvement.

Global Cases of Successful Workplace Mentoring

As explained earlier workplace mentorship is one of the important employee engagement strategies. A recent study conducted about the US Fortune 500 companies using mentoring programs discovered the following:

- 92% of all US Fortune 500 companies have mentoring programs.

- 100% of the top 50 US Fortune 500 US Fortune companies have mentoring programs.
- The median profits for Fortune 500 companies with mentoring programs were over three times higher than those without mentoring programs.
- Fortune 500 companies with mentoring programs were significantly more resilient against employee quitting trends that reigned in 2021, with a median Year-Over-Year (YoY) employee growth of just over 3%. Meanwhile, Fortune 500 companies without mentoring programs had a median decrease of 33% in their number of employees.
- 64% of the Fortune 500 companies that added mentoring programs were tenured to the list, indicating that mentoring was one of many employee engagement strategies successful companies used to secure profitability into 2021 (Cook, 2023).

The following figure 4 provides the opinions and satisfaction level of the employees who were impacted by mentorship (indicated as sponsor in the figure) and how it contributed to their career development and advancement.

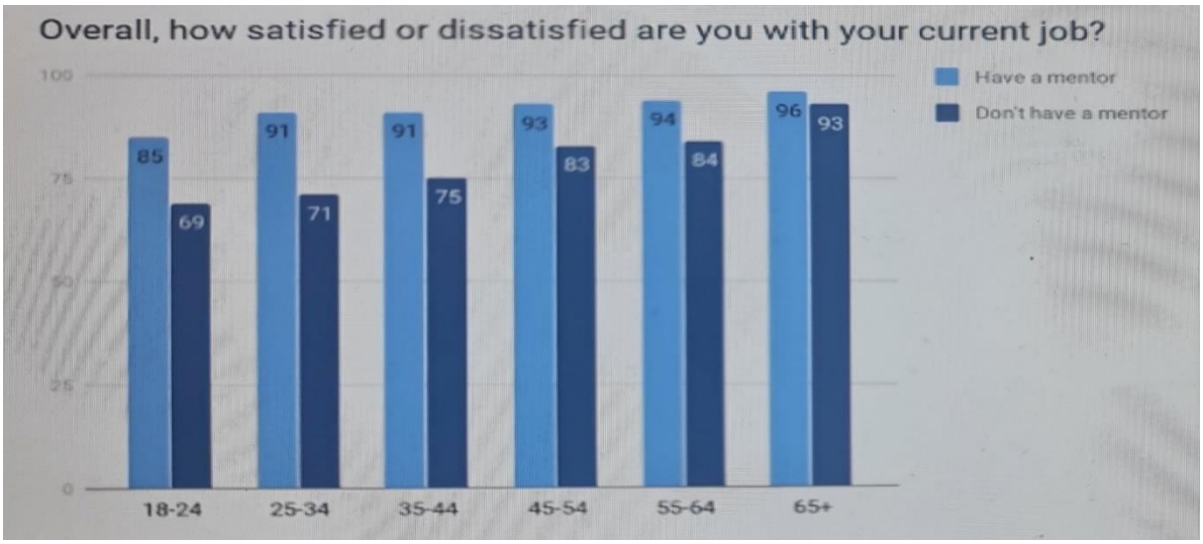
Figure 4: Impact of Mentoring on Employees' Career Development and Advancement

SOURCE: Coqual, In Cook, S. (2023). *40+ Definitive Mentorship Statistics and Research for 2023.* Retrieved from https://www.mentorcliq.com/blog/mentoring-stats#Fortune500

As the figure 4 above demonstrates that individuals who choose to be a sponsor, mentor, or coach are more likely to reap the benefits for their own skills. Most (57%) expand their skill sets (versus 40% or non-sponsors); 41% are more likely to pick up tasks they don't like to do (versus 26% of non-sponsors); 43% expand their knowledge of their customer base (versus 26% of non-sponsors), and 30% expand their knowledge potential new customers or market segments (versus 19% of non-sponsors).

Furthermore Figure 5 demonstrates that employees who are provided workplace mentorship are more satisfied than employees who are not provided this opportunity.

Figure 5: Impact of Mentorship on Employee Satisfaction



SOURCE: Coqual, In Cook, S. (2023). *40+ Definitive Mentorship Statistics and Research for 2023.* Retrieved from https://www.mentorcliq.com/blog/mentoring-stats#Fortune500

Figure 5 confirms that employees who are provided with a mentor have a higher satisfaction rate especially among the workers under the age of 45 years old by a margin of up to 20% which decreases with age.

The following are some examples of the global companies identified by the researcher who applied workplace mentoring programs aiming at encouraging their employees' innovation and creativity.

1. **Google:**

   Google's mentorship program, called "EngEDU," aims to foster innovation and professional growth among its engineers. The program pairs experienced engineers with junior engineers, providing guidance, support, and knowledge sharing opportunities. Through this mentorship, Google encourages innovation by allowing junior engineers to learn from experienced professionals, fostering new ideas and approaches (Burnison, 2019). Furthermore Google has a Computer Science Research Mentorship Program (CSRMP) that aims to support students from historically marginalized groups to progress in computing research pathways. This program uses Group Mentorship and One-on-One Mentorship (Computing Research Association, 2022 & Grainger, 2022).

2. **Microsoft:**

   Microsoft's mentorship program, known as "Mentor Makers," focuses on fostering innovation and entrepreneurship within the company. The program matches employees with mentors who have expertise in various areas of innovation, such as product development, design, and marketing. By connecting individuals with mentors, Microsoft aims to inspire innovative thinking, enhance problem-solving skills, and encourage employees to explore new ideas. This program is a movement to inspire and engage entrepreneurs across all industries, geographies, and backgrounds with the time and experience of the industry experts (Nasdaq Entrepreneurial Center, 2023).

Furthermore, Kirti Gahlot (2023) posited that Microsoft's "Engage Mentorship Program" is highly sought after as it connects young talent with experienced mentors from across India. Furthermore, it provides a personalised mentorship to help participants achieve their career goals and aspirations.

3. **Adobe:**

Adobe's mentorship program, called "Kickbox," is designed to promote innovation and entrepreneurship among its employees. Kickbox provides selected employees with a red box containing resources, tools, and funding to develop their innovative ideas. The program also assigns mentors to guide employees through the innovation process, offering advice and support. By leveraging mentorship, Adobe empowers employees to explore new ideas and turn them into innovative projects (Kickbox Foundation, 2022).

4. **Intel:**

Intel's mentorship program, known as "Innovation Mentoring," aims to cultivate a culture of innovation and collaboration within the company. The program pairs employees with mentors who have expertise in areas relevant to their innovative projects. Mentors provide guidance, feedback, and resources to help mentees navigate challenges and develop their ideas further. Intel's mentorship program enables employees to access valuable insights and experiences, ultimately fostering a culture of innovation. Recently they launched "Intel Ignite" program to empower startups to succeed through customized support, access to global business, and technology leaders, and a preferred path to the best investors (Intel Ignite, 2023).

5. **General Electric (GE):**

GE's mentorship program, called "GE Innovation Barometer," focuses on encouraging innovation and idea generation. The program connects GE executives with young professionals to exchange ideas and insights. Through this mentorship, young professionals gain exposure to senior leadership perspectives, fostering innovative thinking and encouraging them to contribute fresh ideas to the company (GE, 2020).

New Zealand Cases of successful Workplace Mentoring

The researcher identified the following New Zealand organisations who applied mentorship programs in the workplace that proved rewarding and successful as it encouraged to answer the following second research question for this research paper:

These case studies highlight the efforts of New Zealand organizations to leverage mentorship programs to foster innovation, collaboration, and professional development among their employees.

1. **Fonterra Co-operative Group Ltd:**

Fonterra, a leading dairy cooperative, implemented a mentorship program to encourage innovation within its workforce. They recognized the importance of developing a culture of continuous learning and innovation to stay competitive in the global market. The program paired experienced employees with younger, aspiring talent across different departments and levels (i.e. Reserve Mentoring Model). The mentors provided guidance, support, and knowledge sharing, while the mentees brought fresh ideas and perspectives. Through this mentorship initiative, Fonterra aimed to enhance collaboration, creativity, and problem-solving capabilities across the organization (Fonterra New Zealand, 2018 & 2019).

2. **Xero:**

Xero, a cloud-based accounting software company, prioritizes innovation in its workplace culture. To foster innovation and professional growth, Xero introduced a mentorship program called "Xero Mentors." This program connects employees with experienced mentors who help them develop skills, explore new ideas, and unlock their potential. The mentors guide their mentees through various challenges, provide feedback, and share insights from their own experiences. Xero believes that mentorship plays a crucial role in building a supportive and collaborative environment, enabling employees to think innovatively and drive positive change (Xero, 2013, 2016, 2021).

3. **Spark New Zealand:**

Spark, a leading telecommunications and digital services company, launched a mentorship program called "Ignite" to foster innovation and entrepreneurial thinking. The program aimed to connect Spark employees with experienced entrepreneurs and industry experts. Mentors offered guidance and support in areas such as technology, business development, and leadership. The initiative aimed to encourage employees to think disruptively, explore new opportunities, and embrace innovative ideas. Spark recognized that mentoring could provide employees with valuable insights and perspectives to drive innovation within the company (Agile Academy, 2023).

7. Findings and Conclusion

This research review demonstrated that workplace mentorship can have a significant impact on employees' innovation and creativity. The following are some of the findings:

- **Enhanced Skill Development:** Mentorship programs provide employees with opportunities to learn from experience professionals who can guide them in developing new skills and expanding their knowledge. This expanded skill set can contribute to employees' ability to generate innovative ideas and think creatively when approaching work challenges.
- **Increased Confidence:** Mentors can play a crucial role in building employees' self-confidence and self-efficacy. When individuals feel supported and encouraged by their mentors, they are more likely to take risks, explore new ideas, and express their creativity without fear of failure. Increased confidence fosters a conducive environment for innovation to thrive.
- **Knowledge Transfer and Access to Resources:** Mentors often possess valuable industry knowledge an networks that they can share with their mentees. Through mentorship, employees gain access to new perspectives, expertise, and resource that can

stimulate their creativity and innovation. Mentors can provide guidance on overcoming obstacles, suggest alternative approaches, and introduce new tools or techniques.

- **Collaboration and Networking:** Mentorship programs can facilitate collaboration among employees, fostering a culture of knowledge sharing and teamwork. Mentees can benefit from exposure to diverse perspectives and experiences, leading to cross-pollination of ideas. Collaborative environments stimulate creativity, as individuals build upon each other's ideas, challenges assumptions, and generate innovative solutions collectively.
- **Risk-Taking and Failure Resilience:** Effective mentors encourage their mentees to embrace calculated risks and view failure as a learning opportunity. By fostering a safe space for experimentation and providing support during setbacks, mentors help employees develop resilience and a growth mindset. This mindset is crucial for promoting innovation and creativity, as it encourages individuals to push boundaries and explore unconventional ideas.
- **Increased Motivation and Engagement:** Mentorship programs have been shown to boost employees' motivation and engagement levels. When individuals feel supported and valued, they are more likely to invest their energy and creativity in their work. Mentors can provide regular feedback recognition, and opportunities for growth, creating an environment that nurtures innovation and encourages employees to generate new ideas.

In conclusion, the effectiveness of workplace mentorship programs can vary depending on various factors, such as the quality of the mentor-mentee relationship, organisational culture, and the structure of the program itself.

Overall research suggests that mentorship positively influences employees' innovation and creativity by providing guidance, support, and opportunities for growth.

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Entrepreneurial Fund Gaps and Sector Wise Manpower Requirement in Indian Entrepreneurship:A Study

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ABSTRACT

Unemployment is a problem and an obstacle in the developmental path in India. To get hold government of India from time to time launched different schemes to boost the entrepreneurial environment in the country.Startup India, Make in India, Atal Innovation Mission, Jan Dhan Aadhar- Mobile(JAM), Digital India, Department of Science and Technology (DST), Stand-Up India, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, Science for Equity Empowerment and Development (SEED). Apart from it, Ministry of Skill Development and Entrepreneurship, government of India, allocated funds and released sector wise potential manpower requirements in entrepreneurial ventures. However, the problem lies in the non-release of funds. The objective of the present paper is to study the pattern in difference of allocated and released fund considering different states and union territory of the Indian union. The study also checks the potential manpower requirements, state wise and sector wise. For the purpose of the study, the secondary data is considered. The data released by Ministry of Skill Development and Entrepreneurship in Indian Upper House of the parliament, Rajya Sabha is referenced. The study reveals that 68% of the total allocated fund remains unreleased; five sectors are projected to account for 69 percent of the total incremental human resource requirement; ten states account for 80 percent of the total requirement total incremental human resource requirement from 2013-22 from 2013-22.

Keywords: Entrepreneurship, Allocated Fund, Released Fund, Manpower Requirement.

INTRODUCTION

Unemployment is a common economic malady faced by each and every country of the world, irrespective of their economic system and the level of development achieved. But the nature of unemployment prevailing in underdeveloped or developing countries sharply differs to that of developed countries of the world.

While the developed countries are facing unemployment, mostly of Keynesian involuntary and frictional types but the underdeveloped or developing countries like India are facing structural unemployment arising from high rate of growth of population and slow economic growth. Structural unemployment may be open or disguised type. However, the most serious type of unemployment from which those undeveloped countries like India are suffering includes its huge underemployment or disguised unemployment in the rural sector.

Unemployment is a serious problem. It indicates a situation where the total number of job vacancies is much less than the total number of job seekers in the country. It is a kind of situation where the unemployed persons do not find any meaningful or gainful job in-spite of having willingness and capacity to work. Thus unemployment leads to a huge wastage of manpower resources.

Today India has excelled in fields of science and technology (especially in the space technology and information technology), agriculture, trade and business, art and culture, foreign relationship and many other fields to follow. However, the developing country with huge population is facing a significant problem in unemployment. If checked, the unemployment problem in India is not the result of deficiency of effective demand in Keynesian term but a product of shortage of capital equipment's and other complementary resources accompanied by high rate of growth of population.

Unemployment is characterized as a phenomenon where labourers who are equipped for working and ready to work, don't look for some kind of employment. It is communicated as a proportion of the complete number of jobless people to the all out work power. In India, the National Sample Survey Organization (NSSO) and the Labor Bureau compute work and joblessness. The joblessness rate in the 18–29 age bunch in 2015 was 13.2%. A huge number of youth enter the activity advertise each year. Nevertheless, as indicated by the NSSO finance information, work creation eased back somewhere around 6–7% in January 2019 when contrasted with the earlier year. This has unfavorably affected the work possibilities of youth. The Unemployment rate is evaluated at 6.1% for 2017–18, the most noteworthy over the most recent 45 years.[1] This mirrors a vocation emergency and a bungle of qualified ability and accessible business openings. The issue of joblessness has been developing since Independence, and particularly so for the adolescent.

Several factors have contributed to the unemployment problem in India. High population growth, slow rate of economic progress, joint family system, onset of technology , caste system, prevalence of agriculture, fall of cottage and small industries, and the slow growth of industrialization.

To get hold government of India from time to time launched different schemes to boost the entrepreneurial environment in the country. Startup India, Make in India, Atal Innovation Mission, Support to Training and Employment Program for Women (STEP), Jan DhanAadhar-

Mobile(JAM), Digital India, Biotechnology Industry Research Assistance Council (BIRAC), Department of Science and Technology (DST), Stand-Up India, Trade related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, Science for Equity Empowerment and Development (SEED). The Startup India Initiative has contributed to building a robust startup ecosystem in India by nurturing innovation, catalyzed networking, designing policy measures, and mentoring.

The States Startup Ranking Framework accelerates efforts put in by the Center and States that are aimed to enliven the entrepreneurial mindset across the length and breadth of the country. Capacity Building Measures have been undertaken by the Team across States and Union Territories for ecosystem enablers and innovators in promoting economic growth by upholding the spirit of cooperative federalism. The Knowledge Centre presents a one-stop platform of resources for ecosystem enablers to learn about the measures taken by different States/UTs to support their startups ecosystems, to discover the resources and support available to states to build capacities at every level of administration and to gain knowledge on areas of intervention provided by state governments/UT administrations to startups.

Apart from it, Ministry of Skill Development and Entrepreneurship, government of India, allocated funds and released sector wise potential manpower requirements in entrepreneurial ventures. However, in case of funds, the problem lies in the non-release of funds. The data released by Ministry of Skill Development and Entrepreneurship in Indian Upper House of the Indian parliament, Rajya Sabha places the fact that there is a difference between the allocated and released fund.

Following the aforesaid narrative the study objectives are fixed as follows:

1. To study the difference between the allocated and released entrepreneurship development funds for different state and union territories, given by the union government.
2. To study the need of manpower in different Indian entrepreneurial ventures, state and union territory wise.
3. To study the need of manpower in different Indian entrepreneurial ventures, sector wise.

The present study contributes to the existing literature in several ways. The union government has allocated fund for the entrepreneurial ecosystem development. However, a significant portion was not released due to different reasons. The gap points that the fullest released fund would significantly contribute to the entrepreneurial development for the Indian incorporation. Another important factor for the Indian incorporation is its capability to employ. The data released by the Upper House of the Indian parliament indicates that the Indian incorporation is capable of employing a significant human unemployed population. On elaboration, it could be said that- the entrepreneurial ventures in the coming time will take an excellent role in deleting joblessness in the country.

The study is divided into three sections. The section B takes the present literature of opportunities, bright side, positive developments, and problems faced by the startups as well as the entrepreneurial ventures. Section B is followed by section C that discusses the research methodology. The section D captures and further analyzes the data of allocated and released funds by union government for Indian entrepreneurial ventures, and the potential manpower requirement in the entrepreneurial businesses.

LITERATURE SURVEY

Hassan and Nassar (2015) have identified that unemployment rate is negatively affected by economic growth. Balan (2014) concluded that there is a statistically significant negative effect of GDP on unemployment and the effect of net average wage on youth unemployment is positive. Gil-Alana (2010) studied unemployment and GDP of USA, UK and Japan. It has been found that there is negative effect of unemployment on GDP in case of USA and UK and while in case of Japan it is not statistically significant. Fakhri (2011) concluded that there is a nonlinear relationship between inflation and economic growth. Umar and Zubairu (2012) described that there is a negative effect of inflation on economic growth. Sackey and Osei (2006) concluded that younger people are more likely to be unemployed as compared to older people group due to lower labour market skill. Anyanwu (2013) found that young people have less experience as compared to old people due to which it is very difficult to gain the employment; they have to bear less salary and wages for same work as compared to older/experienced people. Shapiro and Stiglitz, (1984) have concluded that increasing the higher wages above the equilibrium wages as incentives to increase the efficiency of employee is the cause of unemployment. Efficiency wages model are kept higher above the market clearing wage with view to reducing employee turnover. Efficiency wages framework creates the difficulty for jobseekers to secure employment. Graetz (1987) has described that working class people are less aware about causes of unemployment. They acquire knowledge form mass media. Media responds to public desire for exposure of deviant behaviour and further belief in personal unwillingness to work as the basic causes of joblessness. Lui (2009) described that there is a relationship between inflation and unemployment that give either positive or negative results which depend on goods and labour market availability. It has also found that a higher rate of inflation increases workers' incentives to work and generates a negative effect on unemployment as compared to inflation lowers.

The research of Singh (2018) examines the cause of unemployment in India in current market scenario. According to Singh, government is rightly concerned about creating jobs for youth and rising levels of youth unemployment because of not only direct economic costs but also social issues related problems like as poverty, acid attacks, violence against women on her working place, drugs, labour force, inadequate education planning, inappropriate education system, new-liberal economic policy, various causes of poor placements. The research also suggests some measure to overcome of the burning problems of unemployment. The researcher, citing the ILO & UN Report, focused on the present unemployment rate which is 3.5 percent in 2018. Singh, also suggested and recommends some points to overcome of this current situation of unemployment prevailing in India.

Economic theory provides several explanations for a positive relationship between unemployment and entrepreneurship. First, the eclectic framework employed by Verheul et al. (2001) emphasizes the importance of demand- and supply-side factors in determining entrepreneurship across regions (Delfmann et al., 2014). Among these factors are economic conditions, demographic composition and the employment status of individuals (Bosma et al., 2008). The occupational choice literature distinguishes between push- and pull-factors regarding entrepreneurship (Van der Zwan et al., 2016). One of these push-factors is unemployment (Niefert, 2021). Unemployment can incentivise people to pursue entrepreneurship and create their own job to avoid unemployment. This is one way unemployment can induce entrepreneurship (for example, see Santarelli et al., 2019; and Carree & Dejardin, 2020). Second, high levels of unemployment are often correlated with firm closures which increase the level of 'market room' available in the economy and positively influences the rate of entrepreneurship (Carree & Dejardin, 2007). Third, higher levels of unemployment induce firm deaths, which puts the market into disequilibrium and can result in the redistribution of key resources which are capitalized on by 'alert' entrepreneurs (Kirzner, 1999), thus increasing the number of business creations in the region.

Government has taken initiatives from time to time to fund the entrepreneurial ventures. (Bai et al. 2021), we assemble the first comprehensive and detailed data on the universe of government funding programmes of entrepreneurial ventures around the world. We explore whether government entrepreneurial funding programmes can address capital allocation through ties with private capital markets. Consistent with the suggestions of Acemoglu and Robinson (2013), we might anticipate that highly effective governments would anticipate the capital allocation difficulties outlined above and collaborate with private capital markets to address them.

Crowd funding has been defined by many authors (Marelli, & Ordanini, 2016) as a mechanism where individuals, firms or general organizations attempt to undertake a specific project relying on funding collected, usually with the help of an internet platform, from other individuals. Bellefamme et al. (2018) have identified different forms of crowd funding typologies distinguishing between "non-investment-based models" and "investment based models". According to the authors, "non-investment-based models" groups' crowd funding campaigns can be either donation-based or reward-based. The donation-based model is characterized by individuals wishing to support a determinate project making donations to the campaign without expecting anything in return. Marchegiani (2013) claims that such supports are based on a sort of "micro-mecenatism" attitude of individuals. Donation-based crowd funding campaigns are quite often adopted for financing either philanthropic or particular research projects (2020). The reward-based model, on the other hand, is based on an agreement in which the supporter of a campaign has, in return for a financial contribution, a non-financial benefit generally fixed in advance by a proponent of the campaign. Generally, most reward-based crowd funding campaigns offer the possibility to pre-order a product in advance before it is available to the general public. Nowadays, most known platforms for hosting crowd funding campaigns, such as Kickstarter and Indiegogo, adopt mainly a reward-based model (2012). In more detail, in Kickstarter and Indiegogo platforms' project creators choose a deadline and a minimum funding

goal for their project. To thank their financers for their support, project creators offer a reward, which generally consists of gaining access to a product before it is available to the general public. Both platforms operate under an "all-or-nothing rule" by which project creators only receive money if the total amount raised by the end of the campaign is either equal to or exceeds the minimum funding goal identifed at the beginning of the campaign. According to Bellefamme et al.(2018), there are also other typologies of crowd funding activities that can be grouped as "investment-based models". These can be differentiated as lending based, royalty-based, or equity-based. In such models, individuals are offered a share of the future profit in exchange for an in-advance.

Literature on the topic suggests that crowd funding platforms, especially those based on a reward-based model, provide a good alternative for financing innovative ideas and products that might have been difficult to develop with traditional financing channels (Zheng, H., Qi, Z., Luo, X., Li, L., & Xu, B., 2018). In contrast with traditional financing instruments, crowd funding financers can be pushed, for instance, by the willingness to support an environmental cause instead of the mere financial outcome, then bear higher risks for supporting an innovative project (Stanko, & Henard, 2017). Reward-based crowd funding platforms can represent a good alternative for developing sustainable products by reducing barriers that, in general, businesses encounter when adopting a sustainability pathway. Research conducted by Van Hemel & Cramer (2019) assessed the barriers to sustainable product development strategies in firms. The authors identified that the main barrier is the presumption that some types of sustainable products have not yet been requested by customers. This leads to the suggestion that firms perceive environmental customer demands as one of the most important drivers for starting a sustainability pathway. Given the necessity that firms understand the interest of consumers in advance, the contribution of crowd funding platforms might be relevant. Indeed, a crowd funding campaign can serve as a marketing research tool. A crowd funding campaign relies on individuals committing their own money to risky projects, thus informing the project creators about the market potential of the newly proposed product ideas. It also serves to pre-test the market uptake of a potential new product (Vismara, 2019]. On the other hand, a reward based campaign might serve as a signaling instrument to highlight market uncertainty for a certain product (Chen, Liu, Ma, & Gong, 2019). More recently, Rousseaux et al. (2019) also explored the barriers to sustainable product development strategies in firms. In this instance, the authors identified a lack of economic resources as a relevant barrier for the implementation of sustainable product development strategies, especially in SMEs. They also noted that the contribution of crowd funding platforms might be relevant as instruments that allow advance-selling of a product. Many reward-based crowd funding platforms allow a pre-ordering mechanism on products that can stimulate sales in the first stages of product development (even a prototype), thus financially supporting the further development of the product (Etter, Grossglauser, & Thiran, 2013). Finally, Rossi et al.(2018) explored the barriers to sustainable product development strategies. The authors suggest that several companies manifest problems in identifying the environmental aspects to address in product development, and have difficulties in matching functional product requirements and sustainability goals. Crowd funding platforms, as tools for helping to collect feedback on products, might be relevant as

instruments to reduce such barriers. Indeed, having prompt feedback from their customers could help them to address these issues by adopting a sort of co-design process. Co-design has been defined as the "*collective creativity as it is applied across the whole span of a design process.*" (Hair et.al ,1998). In other words, it is a process in which product designers use the ideas generated by others as sources of inspiration and innovation. Many crowd funding platforms allow direct interaction between project creators and financers, and such interaction might represent a good instrument for stimulating co-design and receiving useful feedback on how "*Exploring the development of environmentally sustainable… to improve the product by suggesting how to incorporate relevant environmental enhancements*" (Pimonenko et al., 2020). Considering the aspects presented above, crowd funding might represent a remarkable channel for financing and developing sustainable products for different categories of environmentally oriented firms like the ones proposed in the framework by Schaltegger and Petersen (2019). In such a framework, entrepreneurial activities are distinguished between activists, pioneers and ecopreneurs. Activists are non-professionals who crowd fund in their leisure time. Pioneers aim at being profitable ventures but are operating in market niches and thus serving the specific customer needs of these niches. Finally, ecopreneurs run conventional companies and aim at high and growing market shares. Crowd funding initiatives, allowing projects ranging from individual designers and inventors to large corporations that want to test new product ideas, can be managed successfully by activists, bioneers and ecopreneurs. Unfortunately, at the present time research on this topic is still underrepresented in the available literature. Yet in the last few years, several conceptual studies have started to appear on the topic. For instance, Petruzzelli et al. (2021) conceptualized the implications of crowdfunding for sustainability by providing a guide to better understand the relevance of the crowdfunding phenomenon for sustainable initiatives. Testa et al. (2012), also with a conceptual study, discussed how crowdfunding might represent a novel socio-technical practice with the potential of up scaling and transforming financial and sustainability regimes. However, empirical research is still missing. An interesting investigation has been conducted by Vismara (2013) analyzing equity crowdfunding. The author provides evidence of the attractiveness of sustainability-oriented ventures in equity crowd funding; moreover, he suggests that although sustainability orientation does not increase the chances of success in engaging professional investors, it attracts a higher number of restricted investors.

Entrepreneurship, broadly defined as the process of setting up a business or businesses, involves the recognition and seizing of opportunities in an environment highly characterized by uncertainty (Shane & Venkataraman, 2000). Serial entrepreneurs consistently engage in entrepreneurial behaviors via constant and sequential entrepreneurial activities (Amaral et al., 2011). Seriality in entrepreneurship has been mostly investigated as a matter of occupational choice (Carbonara et al., 2020), with studies ranging in their approaches, forming a dichotomy between those arguing for the importance of learning by doing (Rocha et al., 2015) and those countering with the study of the innate abilities of individual serial entrepreneurs (Westhead & Wright, 1998).

Serial entrepreneurship is not well explained through existing theories of industry evolution and labor market theories of occupation choice. Researchers have thus utilized other theoretical foundations. Several studies on serial entrepreneurship are built upon the behavioral theory of the firm (Cyert & March, 1963) and the concepts of bounded rationality (Simon, 1972), which offer three conditions that may affect seriality in entrepreneurship. Firstly, causal ambiguity surrounding the action-outcome relationship makes it difficult for entrepreneurs to evaluate courses of action (Levitt & March, 1988). Secondly, entrepreneurs are prone to cognitive bias, such as over-confidence, which may cause dysfunctional outcomes due to asymmetry between subjective evaluations and actual abilities (Gudmundsson & Lechner, 2013). Thirdly, entrepreneurs struggle to evaluate outcomes due to the subjectivity of the definitions of success and failure (Hogarth & Karelaia, 2012).

Studies based on the principles of cognitive psychology are also pervasive in entrepreneurship (Baron & Ward, 2004; Mitchell et al., 2002). The concept of entrepreneurial cognition has been widely studied to describe how entrepreneurs think and behave (Sassetti et al., 2018; Vlačić et al., 2020). Entrepreneurial cognition pertains to "the knowledge structures that people use to make assessments, judgments, or decisions involving opportunity evaluation, venture creation and growth" (Mitchell et al., 2002). The focus here is on how entrepreneurs use heuristics and are subject to bias. For example, Ucbasaran et al. (2010) explored how serial entrepreneurs who have experienced failure do not appear to adjust their comparative optimism.

The entrepreneurial intention – as explained by models such as Shapero and Sokol's (1982) entrepreneurial event model (SEE) and Ajzen's (1991) theory of planned behaviour (TPB) – has also been applied to the study of serial entrepreneurs. For example, the higher the level of entrepreneurial intention, the faster the serial entrepreneur's rate of new venture creation (Kautonen et al., 2015; Krueger et al., 2000). According to the SEE model, the entrepreneurial intention is influenced by an individual's perceived desirability, perceived feasibility, and propensity to act upon opportunities. The TPB model, instead, posits that entrepreneurial intention rests on the individual's attitude toward an act, the subjective norm, and perceived behavioural control.

3. METHODOLOGY

There is good gap between allocated and released entrepreneurship development funds for the Indian incorporation. The point is explored in the current study. The focusing points considering the gaps are- state-wise unreleased funds. Further, in this study, the potentiality of the existing business enterprises to employ human resources state wise and also sector wise is checked. The secondary data, released by Ministry of Skill Development and Entrepreneurship Development, Government of India is used for the purpose.

3. DATA ANALYSIS AND DISCUSSION

The present section discusses the reports released by Ministry of Skill Development and Entrepreneurship Development, Government of India**.** In it the Table1 focuses on theState/UT-wise fund allocated/released, while Table 2 checks state and union territory

wise incremental human resource requirement from 2013-22. Finally the Table 3 is on employment base on 2013 and projected by 2022.

Table 1: State/UT-wise Fund Allocated/Released as on 17.03.2021

State/UT	Fund Allocated(crores)	Fund Released(Crores)	Difference(Crores)	Difference(%)
Maharashtra	183.09	51.5	131.59	18.10
Gujarat	80.81	29.95	50.86	7.00
Uttar Pradesh	65.09	20.05	45.04	6.20
Madhya Pradesh	51.27	10.15	41.12	5.66
West Bengal	65.63	25.21	40.42	5.56
Punjab	55.64	16.84	38.8	5.34
Karnataka	53.07	17.99	35.08	4.83
Kerala	51.03	18.49	32.54	4.48
Haryana	45.91	14.78	31.13	4.28
Himachal Pradesh	43.51	16.26	27.25	3.75
Andhra Pradesh	41.47	15.88	25.59	3.52
Chhattisgarh	37.94	12.58	25.36	3.49
Tamil Nadu	42.21	17.2	25.01	3.44
Rajasthan	40.59	15.72	24.87	3.42
Odisha	30.68	13.19	17.49	2.41
Telangana	26.55	9.23	17.32	2.38
Uttarakhand	22.91	5.83	17.08	2.35
Jammu and Kashmir	19.63	6.12	13.51	1.86
Delhi	15.15	3.78	11.37	1.56
Bihar	15.5	4.64	10.86	1.49
Assam	14.97	5.66	9.31	1.28
Jharkhand	8.66	1.71	6.95	0.96
Goa	9.1	2.62	6.48	0.89
Tripura	10.13	3.96	6.17	0.85
Puducherry	7.13	1.64	5.49	0.76
Chandigarh	4.28	0	4.28	0.59
Nagaland	4.8	1.43	3.37	0.46
Andaman and Nicobar Islands	4.3	1.01	3.29	0.45
Sikkim	4.1	1.1	3	0.41
Arunachal Pradesh	4.81	2.11	2.7	0.37

Dadra & Nagar Haveli and Daman & Diu *	2.6	0	2.6	0.36
Mizoram	4.6	2.1	2.5	0.34
Ladakh *	2.3	0	2.3	0.32
Meghalaya	4.1	1.83	2.27	0.31
Lakshadweep	2.25	0.25	2	0.28
Manipur	3.75	1.92	1.83	0.25

Source:https://data.gov.in/resource/stateut-wise-fund-allocatedreleased-17032021-ministry-skill-development entrepreneurship -Presented in RajyaSabha in response to RAJYA SABHA SESSION - 253 UNSTARRED QUESTION No 2869; Data Figures are INR in Crore (retrieved on 04.04.2023)[2]

The above mentioned Table 1 focuses on the differences in Allocated and Released Fund. The Table is based on the Ministry of Skill Development and Entrepreneurship, Government of India. The data till 17.03.2021, considering allocated (1080 crores.) and released (353 crores) funds, it comes up that 68% of the total allocated fund remains unreleased. The first five position in the list goes to Maharashtra(131.6) crs, Gujarat(50.86 crs), Uttar Pradesh(45.04 crs), West Bengal(40.42 crs), and Punjab(38.8 crs). However, for this states the difference percentage is significantly high for Maharastra(18%). However, for the other states the difference percentage is less than 10%. However, the smaller states like, Arunachal Pradesh, Manipur, Meghalaya, Mizoram, Nagaland, and Sikkim have less than 5 percent released fund difference. Same is the case for the Union Territories like- Andaman and Nicobar Islands, Chandigarh, Dadra & Nagar Haveli, Daman & Diu, Ladakh, Lakshadeep,i.e, almost all of the Union Territory. If further checked most of them are small states and their allocated funds are also below 5 crores.

Table 2: Incremental Human Resource requirements across States during 2013-22

State	Incremental HR requirement Total 2013-22	HR.Requirement(%)	Deviation from Mean
Maharashtra	15522185	12.9	11224525
Tamil Nadu	13552000	11.3	9254340
Uttar Pradesh	11011055	9.2	6713395
Andhra Pradesh	10871315	9.0	6573655
West Bengal	9342561	7.8	5044901
Karnataka	8476134	7.0	4178474
Madhya Pradesh	7816045	6.5	3518385
Delhi	6341921	5.3	2044261
Gujarat	5756711	4.8	1459051
Jharkhand	4452801	3.7	155141
Rajasthan	4242438	3.5	-55222
Haryana	3577999	3.0	-719661
Odisha	3345584	2.8	-952076
Chhattisgarh	3043736	2.5	-1253924

Kerala	2956896	2.5	-1340764
Punjab	2899005	2.4	-1398655
Uttarakhand	2061143	1.7	-2236517
Assam	1234357	1.0	-3063303
Himachal Pradesh	1206379	1.0	-3091281
Jammu & Kashmir	1122787	0.9	-3174873
Tripura	259330	0.2	-4038330
Meghalaya	248954	0.2	-4048706
Manipur	233446	0.2	-4064214
Goa	227261	0.2	-4070399
Sikkim	147821	0.1	-4149839
Arunachal Pradesh	147046	0.1	-4150614
Mizoram	140188	0.1	-4157472
Nagaland	97382	0.1	-4200278

Source:https://data.gov.in/resource/incremental-human-resource-requirements-across-states-during-2013-22-ministry-skill -Presented in RajyaSabha in response to RAJYA SABHA SESSION – 237 UNSTARRED QUESTION No 589(retrieved on 04.04.2023)[3]

The present Table 2 is on the Incremental Human Resource requirements in different states and Union Territories in India. As per the data, from 2013-22, the Incremental Human Resource requirements are 12 crores(appx). In this list the first ten states with maximum requirements are Maharashtra, Tamil Nadu, Uttar Pradesh, Andhra Pradesh, West Bengal, Karnataka, Madhya Pradesh, Delhi, Gujarat, and Jharkhand. Approximately 80 percent Incremental Human Resource requirements are from these states. However, the average Incremental Human Resource requirements is approximately 43 lakhs(i.e, 4297660). Highest positive deviation from the mean figure is seen in case of Maharastra(1 crore 12 lakhs) and highest negative deviation, in case of Nagaland(almost 42 lakhs). About ten states have positive deviations and rest 18 states have negative. The states that are above the Incremental Human Resource requirements are - Maharashtra, Tamil Nadu, Uttar Pradesh, Andhra Pradesh, West Bengal, Karnataka, Madhya Pradesh, Delhi, Gujarat, and Jharkhand. Rajasthan has the lowest negative deviation from the mean. The analysis of the Table also floors the fact that, the states that have one percent or less HR requirements are mainly the North-Eastern states and are the smaller ones.

Table 3: Sector wise requirement of human resource from 2013 to 2022

State	Incremental HR requirement Total 2013-22	HR.Requirement(%)	Deviation from Mean
Maharashtra	15522185	12.9	11224525
Tamil Nadu	13552000	11.3	9254340
Uttar Pradesh	11011055	9.2	6713395
Andhra Pradesh	10871315	9.0	6573655
West Bengal	9342561	7.8	5044901

Karnataka	8476134	7.0	4178474
Madhya Pradesh	7816045	6.5	3518385
Delhi	6341921	5.3	2044261
Gujarat	5756711	4.8	1459051
Jharkhand	4452801	3.7	155141
Rajasthan	4242438	3.5	-55222
Haryana	3577999	3.0	-719661
Odisha	3345584	2.8	-952076
Chhattisgarh	3043736	2.5	-1253924
Kerala	2956896	2.5	-1340764
Punjab	2899005	2.4	-1398655
Uttarakhand	2061143	1.7	-2236517
Assam	1234357	1.0	-3063303
Himachal Pradesh	1206379	1.0	-3091281
Jammu & Kashmir	1122787	0.9	-3174873
Tripura	259330	0.2	-4038330
Meghalaya	248954	0.2	-4048706
Manipur	233446	0.2	-4064214
Goa	227261	0.2	-4070399
Sikkim	147821	0.1	-4149839
Arunachal Pradesh	147046	0.1	-4150614
Mizoram	140188	0.1	-4157472
Nagaland	97382	0.1	-4200278

Source:https://data.gov.in/resource/sector-wise-requirement-human-resource-2013-2022frommministry-skill-development -Presented in RajyaSabha in response to RAJYA SABHA SESSION – 241 UNSTARRED QUESTION No 273(retrieved on 04.04.2023)

Finally**,** the Table 3 checks the sector wise human resource requirements. If number wise considered in the sectors than the projected first five human resource requirement sectors in 2022 are – Agriculture (215.6 million), Building, Construction and Real Estate(76.55 million), Retail(55.95 million), Transport and Logistics(28.4 million), and Textile and Clothing(21.54 million). These five sectors are projected to account for 69 percent of the total employment. However, when considered in terms of growth rate in employing human resources, the first two sectors with more than 200 percent are Beauty and Wellness(239) and Media and Entertainment (225). The sectors that comes between 100 and 200 percent, considering the same criteria, are Furniture and Furnishing (175), Leather and Leather Goods(121), Electronics and IT Hardware(107), Health care (106), and Telecommunication(100). However, the sectors that are projected to have a growth of 50 to 100 percent are – Tourism, Hospitality and Travel(94), Pharma and Life Science(93), Domestic Help(82), Gems and Jewellery(78), IT and ITES(73), Transportation and Logistics(70), Security(69), BFSI(67), Food Processing(63), and Handlooms and Handicrafts(53). However, a negative growth of 11 percent was predicted in the Agricultural sector in terms of Human Resource requirement. Overall the percent

incremental growth in human resource requirement is predicted to be 27 percent(approximately).

CONCULUSION

In today's date India stands to be the most populous country in the world, surpassing China. So, providing employment to this huge population is huge challenge. In this position India has to explore all possible avenues to generate employment. The possible avenues are exploring trends, gaps, unused or underused resources, and finding new technologies for betterment. The exploration in their part will help in launching schemes and programs for the ruling government. Further, the schemes and programs help in creating self-employment and entrepreneurial ventures. To check thorough the endeavor carried out from the government's part, the union government is keeping no stones unturned. Startup India, Make in India, Atal Innovation Mission, Support to Training and Employment Program for Women(STEP), Jan Dhan Aadhar-Mobile(JAM), Digital India, Biotechnology Industry Research Assistance Council (BIRAC), Department of Science and Technology (DST), Stand-Up India, Trade related Entrepreneurship Assistance and Development (TREAD), Pradhan Mantri Kaushal Vikas Yojana (PMKVY), National Skill Development Mission, Science for Equity Empowerment and Development (SEED) are some of the challenging endeavors taken up by the union government in this direction. The result is obvious as at present India is placed among the five top GDPs in the world. The GDPs reward is however the immediate blessings of the big population in which a big portion is youth.

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Social Media: Political Mobilizer to Evaluator

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ABSTRACT

The present era is denoted as the social media era, due to its ever increasing popularity. Its role and influence have been felt in several spheres of human life. Politics is no exception. For a long time, political parties have tried to use social media for political communication and mobilization. This paper unfolds how the political parties use this online platform for mobilizing the common people. But it comes here with a twist. The paper has shifted its attention from viewing social media just as a political mobilizer to a political evaluator. The paper seeks to analyse the 'Mobiluator' (Mobilizer + Evaluator) role of social media – how it redefines politics and, in the process, how it modifies itself. The role of the social media is thus evaluated in the background of Indian politics in general with special emphasis on Indian political parties and their leaders.

Keywords: Social Media, Politics, Mobilizer, Evaluator, Mobiluator.

I. Introduction:

Media whether conventional or new, always reflect the society. Social media perform the same act. Politics is also embedded in society. So, we can able to analyze the political activities through the lenses of social media. Any changes in politics are also first reflected through the media. Since social media is the latest innovation in the media technologies, this paper intends to evaluate the present Indian political scenario through social media. In doing so it has been realised that the social media has not remained static over time. Not only it has changed our interpretation of politics but in the process has also changed itself. This study focuses on the changed role of social media. Starting simply as a weapon of political mobilization it has turned out into an evaluator itself. Previously the political parties used it as a means to communicate and mobilize the voters. It was labelled as the new yardstick of political mobilization. People were then at the receiving end – just responding to the mobilization strategies of the political parties. Of late social media has redefined its role. Now it is a weapon in the hand of the common people to evaluate the different political parties. People no longer are in the receiving end. They are in the driving seat with the social media as their steering. The political parties which so long relied heavily on social media and made it their best friend to overcome the electoral hurdles are now seeing social media as their evaluator and itself coming up as a challenge to overcome. That technology cannot drive mankind, rather it is the other way round is the main inspiration of this research. Media is considered as the fourth estate of democracy. Social media shares the same dignity particularly then when politics comes under the strong scanner named social media.

II. Theoretical Framework:

Various online articles have been consulted for an easy understanding and analysis of the topic. The online literatures have helped in building a critical understanding of the topic. The websites of the different political parties have been consulted to build up a detailed understanding of the political strategies of the parties. Moreover, the social media platforms like Facebook, Twitter and Instagram of different political leaders have been checked for gaining primary data out of it – the analysis of which has helped in the interpretation of the usage of social media by the political parties. The website of the election commission has been consulted to get information about the different elections, and their results. Apart from these, different articles in the news papers have helped in gathering information and have acted as a source of primary data. The articles mentioned in the references have also been a good source of secondary data.

III. Method:

The study has been carried out with both the primary as well as secondary data. Primary data have been mainly accumulated from online platforms like Facebook, Twitter, Instagram and the different political party websites. The biggest source of primary data has been the social media profiles of different political party leaders which helped me in evaluating the popularity index of the leaders. It has also helped me to bring forward a comparative analysis with US – which saw the first political use of the internet. The websites of the political parties have been a great source of primary data providing inputs on the party structures and the party ideology. The websites of the election commission of India has served as the first hand data to gather information about the electoral results of the Loksabha as well as the different state Legislative

Assemblies. Certain personal blogs and tweets have also been studied and included in the research work. Some of the common users of social media have been interviewed randomly to understand the citizen's perspectives on social media. Secondary data have also helped in forming the knowledge base. Different articles and news papers reporting have helped me to analyse my observation.

IV. Discussion:

The penetration of social media into politics has a long history. The United States realised a striking change in political communication in the mid 2000s with the steady rise of social media as the individuals, party leaders and politicians could actively engage in political dialogues through the new media. Democrat candidate Howard Dean's presidential election campaign in 2004 saw for the first time the usage of the internet for political purpose and he was credited with organizing the first campaign website. The 2008 presidential election in US was the first election where the candidates used the new media as a campaign or propaganda tool. Barack Obama was in that sense the first one to fully use the social media to organise his followers, mobilize them and to communicate with them. In the following years Obama's engagement with social media increased further and was far ahead of his chief competitor Mitt Romney. In October 2012, Obama had nearly over 20M followers on Twitter, 29M likes on his Facebook page, 1.4M followers on Instagram. Besides Obama had a good numbers of followers in his social media accounts like Spotify, Pinterest, YouTube etc. The following years of presidential election in US that is 2016 and 2020 saw even greater usage of social media by the candidates irrespective of the parties.

Table 1: Popularity Index of US Presidents on Social Media

US President	Facebook		Twitter Followers	Instagram Followers
	Total Like	Total Follows		
Joe Biden (2021 – Till Date)	9.4M	11M	31.9M	17.6M
Donald J. Trump (2017 – 2021)	32M	35M	193.9K	23.7M
Barack Obama (2009 – 2017)	-	55M	130.3M	34.9M

[Source: Meta © 2021, compiled by the author]

Keeping in track with the global trend Indian political parties also started using social media for electoral purpose. Ahead of the 2014 Loksabha election in India, all the political parties were trying their best to influence and mobilize the voters through social media. Though the 2009 general election in India saw a negligible use of social media, the pre 2014 electoral politics saw a larger use of social media by the political parties. The report which was published in April 2013 by the Internet and Mobile Association of India (IAMAI) and the Mumbai-based

Iris Knowledge Foundation said Facebook users would "wield a tremendous influence" over the results of the polls in 160 of India's 543 constituencies. Again according to a study in October 2013 by IAMAI and Mumbai-based market researcher IMRB International, the major competitors like the Indian National Congress (INC) and the Bharatiya Janata Party (BJP) put aside 2 – 5 % of their electoral budgets for their social media activities. Narendra Modi was the first among the Indian politicians to set up a website and today his social media presence is just exemplary. Here it is also relevant to refer to the name of Arvind Kejriwal, the Aam Admi Party (AAP) chief who could then accumulate 1.5M followers on Twitter since joining on November 2011. Even AAP launched the campaign called "Missed Call For Free" where they urged the common people to give them a missed call by which the party members could get in touch with them and could then formally enrol them as their own party member. Whatever the situation is, following another social media king Shashi Tharoor, one can say "now no serious politician is seen as being able to avoid social media all together".

Now I will try to evaluate the social media penetration into Indian politics and its consequent adaptation from three different perspectives. The social media politics has not remained the same in India over the time, rather it has changed character as per the changes in political ecology and its usage by the political parties. Not that these three perspectives that I am referring to are the only available method for analysing the online politics and its reorientation in India, but I have chosen to stick to the following three for my research purpose.

IV(a). Social Media Presence of Political Parties:

All the political parties have maintained their own party website which has now become as basic as a party office. Parties like BJP, INC, All India Trinamool Congress (AITC), Communist Party of India (Marxist) (CPIM) and AAP are very active on social media and always try to mobilise common people through the party website. The websites of different political parties have detailed information about the party, leadership, organization, vision, news, media resources, programme, constitution, document etc. Apart from these general features, some parties have specialised windows on their websites. Here we can cite the example of AITC party as they have separate windows like #Best Bengal, Promise Vs Delivery, #Big Talk Only BJP etc. Similarly INC has designed their websites with some special features like key issues, in focus, voice of the nation, media etc. In Delhi assembly election of 2020, AAP used its social media platforms with attractive one liners memes and parody clips which highlighted the performance of Kejriwal government in areas of health, power, transport and education. The AAP set up a new and innovative campaign strategies particularly for the young voters who are not comfortable with the complex political jargon. Even the other political parties, particularly the regional parties are trying to make a good presence through social media. If we consider the case of Bahujan Samajwadi Party (BSP), they, apart from engaging in 'BSP Yuva Samvad' programme or 'Prabudha Mahila Vichar Ghosthi' and 'BSP Mahila Sammelan', are also planning for a rising social media presence. But on the contrary, the Shiv Sena has claimed that social media platforms are being used systematically to defame Mumbai and Maharashtra. The IT cell of the All India Anna Dravida Munnetra Kazhagam (AIADMK) party has already come up with several campaign strategies against the government which it says is unnecessarily targeting its cadres. AIDMK's IT cell has plunged into action and all district IT committees have been sent directions from the central head quarters to become ready on the developing issues and to counter the government plans. Even the Left parties are particularly attracting the youth voters through their online campaign named 'CPIM Digital'.

IV(b). Political Leaders on Social Media:

Political Party leaders irrespective of parties are very keen to have their presence on the social media platforms. If we start with the Prime Minister of India then he once said, "I dream of a Digital India where government proactively engages with the people through social media". The basis of any democratic government is people's participation and it is rightly said by Modi that through social media government can engage with the people. For such an active engagement leaders across the world try to make their presence in social media. The Indian democratic politics have taken the shape of net wars now where the leaders are democratically engaged in political debates, discussions, trolls, memes, tweets and re-tweets. Through the different social media app like Facebook, WhatsApp, Twitter, Instagram, the leaders enter into a direct interaction with the common people of the country and can measure their pulses and can thus modify their political activities accordingly. Starting from Narendra Modi, Shashi Tharoor, Rahul Gandhi, Arvind Kejriwal, Mamata Banerjee, Amit Shah, Abhishek Banerjee, Amit Malviya, M. K. Stalin, K. Chandrasekhar Rao, Naveen Patnaik and others have kept no stone unturned to make us feel their presence on social media. They have found social media a ready hand medium to influence and mobilize the public opinion in their favour. Through the different social media activities, they always uphold their developmental plans and programmes and at the same time highlight the failure of their oppositions. The leaders somehow manage to create a virtual bonding with their followers where they build up a 24X7 connectivity. Though this is merely a technical 'connectivity' and doubts remain for actual 'connectedness', still the followers feel that they can directly communicate with their leaders and through social media the gap between the 'government' and the 'governed' is reduced. The different surveys conducted have shown how the social media is considered as a tool for the political engagements of the youths which suit appropriately with their tech-savvy lifestyle. Anuj Sayal, Group Chairman, ADG Online said, "political parties have used big data and analytics techniques for increasing mass outreach and conveying their key messages for the general elections" (Metkar & Aade 2020: 5). The political leaders not only try to influence the swing voters through social media but they choose new media against the red tapism of conventional media as this new media saves their time, money and resources. Social media indulges in an innovative political communication and enriches the public dialogue.

A table is provided below to see the popularity index of some of the political leaders of India.

Table 2: Popularity Index of Some Indian Political Leaders in Social Media Apps

Leader And Their Party Name	Facebook		Twitter Followers	Instagram Followers
	Total Like	Total Follows		
Narendra Modi (BJP)	46M	46M	73.2M	63.6M
Rahul Gandhi (INC)	3.9M	4.5M	19.5M	1.7M
Sitaram Yechury (CPIM)	261K	270K	1M	16.8K
Arvind Kejriwal (AAP)	8.2M	8.8M	23.5M	1.2M

Mamata Banerjee (AITC)	3.8M	4.7M	6.3M	183K
M. K. Stalin (DMK)	2.6M	2.7M	2.8M	1M
K. Chandrashekar Rao (TRS)	779K	838K	1.2M	5K
Naveen Patnaik (BJD)	1.5M	1.6M	3.3M	159K

[Source: Meta © 2021, compiled by the author]

IV(c). Citizen's Perspective:

The social media politics was introduced in India with the main intention to mobilize the people of India. The citizens including the youths are influenced and mobilized by the political party leaders. The different social media platforms turned out to be the main agent of political mobilization in India. The new media gave the scope to the people to engage into dialogue with their leaders rather than the monologue character of the conventional media. The people felt free to connect with the different party leaders, follow them through the social media and in the long run get mobilized either overtly or covertly. The 2013 Delhi Legislative Assembly election and 2014 Loksabha elections were thus a game changer in the sense that the prominent entry of social media in politics has changed the approach towards politics in India, generally by the people and particularly by the political parties of India. The AAP which placed an alternative model of governance as opposed to INC and BJP was formed in November 2012. Within few months the AAP made an electoral debut in 2013 Delhi Legislative Assembly election and emerged as the second largest party after BJP. Again in 2015 Delhi Assembly election AAP own 67 out of 70 seats. AAP also made a grand result in 2020 Delhi Legislative Assembly election with 62 seats. All these grand victories were possible due to the political revolution brought forwarded by AAP in the Indian politics. The AAP pioneered the crowd-sourced model of electoral fund raising in India with small donations running the party right from the beginning. Moreover, the party's clarion call "Paanch Saal Kejriwal" or the birth of "Mufflerman", a nick name for the muffler-clad anti-corruption crusader of Delhi, Arvind Kejriwal, all got circulated in the screens of the social media, leading to the tremendous popularity of the party. Similarly, the 2014 Loksabha election in India saw a grand victory of the Modi led BJP. There were innumerable reasons behind it but the most pronounced among all was the social media popularity of the party. Amongst the social media, individuals came up with the satirical takes on sports, movies (in Hindi and English) and songs amongst other things in support of the BJP campaign slogan that were premised on "Aab Ki Baar, Modi Sarkar" (this time we will have Modi government). The 2019 general election was also remarkable for BJP which received 37.36% of the vote, the highest vote share by a political party since the 1989 Loksabha election and won 303 seats, further increasing its substantial majority. In addition, the BJP led National Democratic Alliance (NDA) won 353 seats. Political parties spent over 53 crore rupees with the largest spending by BJP on digital platforms for online advertisements. The BJP placed 2005 advertisements on Facebook while the INC placed 3686 advertisements. According to a study by Vidya Narayanan and colleagues at the Oxford Internet Institute, social media was used by all the major parties and alliances, and all of them linked or posted divisive and conspiratorial content and images.

Now when the social media is in its heyday, there is again a game change. The change is in perspective towards politics and this time by the people of India in particular. So long social media was mainly used by the different political parties as an agent of political mobilization. So, for long it was a mobilizer. Now with the increased social media politics in India, people of the country are using it as an 'evaluator' to evaluate the role of any political party. People before any election can check the facts regarding the contesting political parties, can evaluate their roles and performances in other states, can draw comparison with other parties which definitely help the people to draw a decision about voting in favour of a particular political party or against it. This is what exactly happened in the 2021 West Bengal Assembly election. Though the BJP's national level's leaders flew to West Bengal innumerable times, with their relentless propaganda on social media, the party could not come into power as it could not built up a realpolitik image coming out of its virtual world. Even in November 2020, the BJP placed Amit Malviya, the head of its information technology cell as its co-convenor of the party in West Bengal. This was a remarkably significant development as it formally recognised the role that social media as a medium which the BJP has relied on largely since 2014 general election and had become an integral part in the West Bengal Assembly election. People in West Bengal compared the worksheet of the two main contesting parties through the social media and they voted for the AITC party both for its online image and popular politics strategies adopted and implemented by the party supremo Mamata Banerjee. Similarly though the onscreen Modi wave created magic in the 2019 Loksabha election, it could not stand against the honest and hardworking image of the Chief Minister of Odisha, Naveen Patnaik and thus BJP lost the 2019 Odisha Assembly election to Biju Janata Dal (BJD).

V. Findings:

Thus, with the passage of time the role of social media has also changed covertly. It is setting up a new trend. From being just a simple mobilizer it has now turned out into a MOBILUATOR (Mobilizer + Evaluator). The medium which was so long a means of political mobilization for the parties has now turned out into a weapon in the hand of its users to evaluate the same political parties. Thus, social media in the process has also modified itself. It's a game change for the entire political scenario, political leaders and the medium itself. The new medium which was brought into politics by the leaders to help themselves, at present has turned around 180 degree to be a medium of their own assessment now and from.

VI. Conclusion:

Thus, social media is not an easy medium to handle rather it should be handled with care. With the changing political scenario the role of the medium is also changing slowly. No political party can think to win an election just by mere propaganda in the screens of social media rather it has to be active, honest and hardworking with a clear image throughout the country to pass the social media test. Social media can play a catalytic role (along with hard work and clear image) to bring a party in power like in case of AAP but it cannot singlehandedly make a party win election like the case of BJP in the West Bengal Assembly election 2021. At the end it should be noted that social media is nothing but a technology and technology is always driven by human beings and not the other way round. So, it is ultimately the people of the country who acts like the 'umpire' to evaluate the performance of the political players in the open field named social media.

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Environmental Knowledge and Values among High School Students

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ABSTRACT

An investigation on environmental knowledge, attitude towards environment and values of high school students of Bathinda district was undertaken. The objectives of the study were to find out the differences between boys and girls with respect to environmental knowledge, attitude towards environment and environmental values; to explore the relationship between the environmental knowledge, attitude towards environment and environmental values of high school students. Stratified random sampling technique was used to collect data from four government high schools of Bathinda district of Punjab. The total sample size was 152 and the proportion with respect to number of boys and girls in each school was 76. This was calculated with the help of Rao software sample size calculator. survey method was followed. Self-made tools like environmental knowledge test, environmental attitude scale and environmental value scale were administered to collect the data. T-value was calculated to find out the significant differences among boys and girls with respect to environmental knowledge, environmental attitude, and environmental values. The main results of the study revealed that, there is significant difference at 0.05 level between boys and girls with respect to environmental knowledge. It was also revealed that environmental attitude and environmental values between boys and girls do not differ significantly.

Keywords: Environmental Attitude, Environmental Knowledge, Environmental Values

Introduction

Environment means surroundings which constitute all living and non-living components. Living creatures like animals, plants and non-living components like soil, air and water are elements of environment. All things are directly or indirectly depending on environment for our survival. Environment refers to the sum total of conditions which surround human beings at a given point of space and time. Environment is the combination of all of physical and living factors that act on a living being, populations, or natural society. It includes physical component, which is known as physical environment. The natural surroundings like air, water, land, atmosphere is also part of physical environment but they are commonly known as natural environment.Knowledge is a precondition for environmental awareness to ignite individuals. It is the students' ability to understand and evaluate the impact of a society on the ecosystem. Rational actions toward the environment are the translation of knowledge that individuals have. High level of knowledge on the environment will create positive attitude towards the environment. Knowledge increase awareness which combination would motivate environmentally responsible actions. Student's attitude towards the environment is worldview; environmental concern and environmental attitude towards environment. Environmental awareness among students is highly influenced by their background, knowledge, attitude and sensitivity towards the environment. The objectives of this study are to identify level of knowledge on environmental literacy among high school students and to identify their level of attitude towards environmental issues that are occurring currently. Values are on the other hand enriching education.

According to Mukherjee (1949) values are the socially approved drives a goal that are internalised through the process of conditioning, learning or socialisation and that become subjective preferences, standards and aspirations. Bhatia and Narang (2002,) defined values as the things we strive for. Values are that which guide our behaviour and put meaning into our existence.

Review of the Related Literature:

Sun (2018) Conducted study on impact of environmental knowledge and product quality on student attitude toward product with recycled/manufactured content. The study indicates: (1) a significant positive relationship was found between both the intention to purchase and the purchase of recycled products; (2) the perception of recycled product risk has a significant negative impact on the perception of recycled product quality and the attitude toward environmental protection; (3) perceived quality of recycled product is positively related to attitude toward environmental protection; (4) perceived quality of recycled product and attitude to environmental protection are positively related to intention to purchase recycled products; and (5) surprisingly, knowledge regarding environmental damage and pollution is unrelated to attitude toward environmental protection.

Chouhan (2017) Conducted study on attitude level of male and female teachers regarding environmental attitude. The major findings revealed that majority of the teachers were found to have favourable attitude towards environment and there was no significant difference found

between the level of attitude of male and female teachers in all the areas (health and hygiene, wild life, forests, polluters and environmental concern) except population explosion on environmental attitude scale.

Parveen (2015) Conducted study on attitude of Muslim students towards environment and knowledge on environmental education in and around Chennai. The study showed that all age groups had moderate knowledge and attitude towards environmental knowledge toward.

Zheng (2015) Conducted study on correlation between the environmental knowledge, environmental attitude and behavioural intension of tourists for ecotourism in china, the results of this study indicate that 1. there is a positive correlation between the environmental knowledge and the environmental attitude, 2. there is a positive correlation between the environmental attitude and the environmental behaviour, and 3. there is a positive correlation between the environmental knowledge and the environmental behaviour.

Upadhyay (2013) Conducted study on knowledge and attitude towards environmental pollution among youths. The study showed that environmental knowledge was correlative with educational hierarchy of gender. With urban dwellers having an edge over the rural counterparts. However there seems to be increased need of environmental knowledge in our areas.

Pyrkhtlang (2013) Conducted study on environmental attitude ethics and practices among jaintia students in Jainita hills district Meghalaya. Results indicates that both private and government institutions having same level of environmental attitude and environmental ethics. Whereas, positive Environmental practices were high in government institutions than private institutions.

Statement of the problem

The aim is to strengthen their knowledge and understanding about the environment and to convey adequate knowledge and inculcate the right environmental attitude and values among young generation specifically. Hence the study is entitled as **environmental knowledge attitude towards environment and values of high school students**

Operational Definition

The different terms as used in the title of the study and proposed to be used in the body of the report have been operationally defined as follows:

- **Environment**

It is natural surroundings for all living beings and plants to carry on their life functions.

- **Environmental knowledge**

Individuals knowledge on environmental issues and their ability to understand and evaluate its impact on society. With following dimensions awareness, consciousness.

- **Environmental Values**

One's belief towards environment, and its protection. In the present study role in sustainability of human beings. With following dimensions self-interest, openness to change, altruism

High School Students

High school students are those students who are studying in 9th class in government schools in Bathinda.

Objectives

The objectives of the study are as follows:

- To study the difference between boys and girls of high school students with respect to environmental knowledge.
- To study the difference between boys and girls of high school students with respect to environmental values

Hypotheses

- ❖ There is no significant difference between boys and girls with respect to environmental knowledge
- ❖ There is no significant difference between boys and girls with respect to environmental values.
- ❖ There is significant relationship between environmental of knowledge and environmental values among high school students

among high school students.

Methodology: The major thrust of this research is to identify the influence of environmental knowledge towards environmental attitude and values of high school students.so, Descriptive research is method is considered as suitable for this study. The research method will be survey design. Survey method is scientific and reliable.it is a method to collect data in a systematically and methodical approach about characteristics of interest from some or whole population using well defined plan and procedures and assemble that information or data into a summary. It mainly deals with the present, although it often considers past events influences as as the relate to the present situation.

Population: All the government secondary school students of Bathinda City will constitute the population of the present study.

Sampling Frame:

In the present study, 04 government high schools have been selected randomly by using the lottery method. Out of these schools total 249 students are studying in the class 10th. Out of these 124 boys and 125 girls are studying in the class 10th

SAMPLING TECHNIQUE

For the present study, the researcher will use the proportionately stratified random sampling technique for data collection. Data will be collected from the four government secondary schools of Bathinda city of Punjab.

Tools: Investigator will develop three self-made tools on.

Environmental knowledge

Environmental value scale

The tools will be validated by the experts before administering on the target sample.

Technique of Analysis and Interpretation

All the hypotheses of the study will be analysed through Mean, Standard deviation Pearson's coefficient correlation

Delimitations of the study

- The study will be conducted only on the students of 10th class.

The study will be confined in government schools of Bathinda City only.

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Effect of Flipped Classroom Model on Critical Thinking and Achievement in Social Science among High School Students

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ABSTRACT

An investigation on effect of flipped classroom model on critical thinking, knowledge transformation and achievement in social science among high school students in Kashmir. The objectives of the study were to explore the difference between experimental and control group of 9th class students with respect to flipped classroom model, with respect to their critical thinking and with respect to their achievement and knowledge transformation in social studies. Quasi-experimental with non-equivalent control group design was used as the design of the research. The present study focused on a sample of 50 students in two groups, namely, 25 experimental group and 25control group. The investigator adopted the stratified random sampling technique to select the respondents. CT skill: This study adopted the traditional Chinese version of the California Critical. Thinking Skills Test (CCTST) Form A to assess student CT skills (Facione, 1990).

Keywords: Achievement, Critical thinking, Flipped, Social Science, Students

INTRODUCTION

Education is one of the fundamental necessities of man. It is a systematic process which aids the human being in developing harmoniously by acquiring requisite knowledge, skills, values, beliefs, and habits. In other words, it assists human beings in their pursuit of wholeness. Here wholeness implies the harmonious development of all the potentialities of human beings (Parankimalil, 2012), which ultimately contributes to the development of a nation as well as the global world. Education is a process of development which includes three major activities of teaching, training, and instruction. Its objective in any discipline is to help its students to achieve the highest degree of individual development of which they are capable. In the process of growth and development and social change education has undergone an incredible change in the recent past and is still going through a phase of continuous. Every new development or change of larger social relevance brings opportunities to the respective fields. Education in general and students have witnessed a tremendous change due to the change brought in by ICT. It can be defined as the use of hardware and software for efficient management of information. It refers to the forms of technology that are used to transmit, store, create, share, or exchange tasks by helping the common man in fulfilling his needs ICT has empowered teachers and students by providing a learning environment that helped to address different learning styles and thereby fostered the development of 21ist century. ICT has supported fabulously the pedagogy and complemented teacher's existing pedagogical approaches' learning is the most popular influence of ICT in the field of education attempted through computer-assisted instruction, computer-based training, online education, and web-based training etc. students are very much popular with ICT which gets reflected on their satisfaction when they use ICT tools in education with which they are comfortable. Today's learners get not satisfied with only traditional methods of Teaching. ICT has provided some of the essential characteristics to meet students' needs to succeed in a learning environment. Passive learning days have gone where students have used their senses to take information from a lecture, reading assignment or audio-visual ICT has now provided active learning where the student gets to learn through participation and investment of energy in all three phases of the learning process (input operations and feedback) therefor education in ICT age is nothing but a blend of both which start yielding a new and good impact on whole education scenario. It is thus declared by the 86th constitutional amendment in 2002 that Education is the basic right of every individual and must be provided to all without any discrimination. But the targets of 'education for all' as declared by the 86th constitutional amendment in 2002 Education is a lifelong process which brings behavioural changes throughout life. Education plays a vital role in changing the behaviour of an individual according to the need of the present situation. Hence it plays an important role in changing the society. The new emerging trends in society decide what a child should learn, how to learn and who will bring these changes.

Blended Learning

Blended Learning is defined and implemented in multiple ways. It is defined as a hybrid of classroom and online learning without the complete loss of face-to-face contact. A blended Learning programme is considered a flexible learning strategy because it combines e-learning and conventional teaching methods.

Models of Blended Learning Programme

Most blended-learning programs resemble one of four models: Rotation, Flex, A La Carte, and Enriched Virtual. The rotation model includes four sub-models: station rotation, lab rotation, flipped classroom, and individual rotation:

- ✓ Rotation model
- ✓ Flex model
- ✓ Self-blend model
- ✓ Enriched virtual mode

Successful learning depends on the model which was used by the teacher according to the nature of the content and knowledge of the students.

Rotation model: A course or subject in which students rotate on a fixed schedule or at the teacher's discretion between learning modalities, at least one of which is online learning.

Station rotation: A course or subject in which students experience the Rotation model within a contained classroom or group of classrooms.

Lab rotation: A course or subject in which students rotate to a computer lab for the online-learnings

Flipped classroom: A course or subject in which students participate in online learning off-site in place of traditional homework and then attend the brick-and-mortar school for face-to-face, teacher-guided practice or projects.

Individual rotation: A course or subject in which each student has an individualized playlist and does not necessarily rotate to each available station or modality. An algorithm or teacher(s) sets individual student schedules.

Flex model: In this method material is primarily delivered through an online platform. Teachers provide only support and guidance. It is self-learning as students learn independently and practice new concepts in a digital environment.

A La Carte model: A course that a student takes entirely online to accompany other experiences that the student is having at a brick-and-mortar school or learning centre.

Critical Thinking

Critical thinking is the process of analysing and evaluating one's thinking with the idea of improving it and taking it to a higher level. Critical thinking means opening one's mind by thinking more deeply. It helps us to deal with complex situations in a very simple way.

LITERATURE REVIEW

Daulay (2012) indicated the effect of flipped learning instruction on tertiary English learners' writing achievement. A significant effect of FL instruction on tertiary English learners' writing achievements. Hence, the implementation of FL instruction is highly recommended for teaching writing at the tertiary level. Johnson (2012) regarded the effect of the flipped classroom model on a secondary computer applications course: student and teacher perceptions, questions, and student achievement. Students in the computer applications class would benefit from the flipped method due to the transitioning of class time from lower-level activities to collaborative group work. Davies (2013) considered Flipping the classroom and instructional technology integration in a college-level information systems spreadsheet course. The results of this study support the conclusion that a technology-enhanced flipped classroom was both

effective and scalable; it better-facilitated learning than the simulation-based training and students found this approach to be more motivating in that it allowed for greater differentiation of instruction. Jou (2014) conducted the Effect of a blended learning environment on students' critical thinking and knowledge transformation. A blended learning environment was effective in improving student Critical thinking and knowledge transformation. Zahrani (2015) proposed from passive to active: The impact of the flipped classroom through social learning platforms on higher education students' creative thinking Furthermore, the students viewed the flipped classroom as an approach that may significantly facilitate their creativity. Obari (2015) identified Successful EFL teaching using mobile technologies in a flipped classroom. students were satisfied with their flipped classroom lessons and motivated by the Blended Learning (BL) environment that incorporated mobile learning. Ahmad (2016) considered the effect of a Flipping Classroom on Writing Skills in English as a Foreign Language and Students' attitudes towards flipping. There was a statistically significant difference between the mean scores of the pre and post-application of the questionnaire of the experimental group in favour of the post-application. This difference can be attributed to using flipping

The Rationale of the Study

The primary purpose of this research is to determine the impact of a technology-integrated, blended learning and flipped classroom model on the achievement of students in ninth-grade, social studies classrooms. To enable teachers to work more effectively with the so-called, Net Generation.

OBJECTIVE OF THE STUDY

- ✓ To explore the difference between the experimental and control group of 9th-class students concerning flipped classroom model/critical thinking/achievement

Hypothesis

- ✓ There is a significant difference between the experimental and control group of 9th-class students in flipped classroom model/critical thinking/achieve

RESEARCH METHOD

The writer chooses the quantitative method where the experimental method is needed to gather the data. Quasi-experimental with a non-equivalent control group design was used as the design of the research. The sample for the present study consists of 50 students from the 9th class students studying at, Holly mission high school of Kashmir. The present study focused on a sample of 50 students in two groups, namely,25 experimental groups and 25 control groups. The investigator adopted the stratified random sampling technique. The study is quasi-experimental where a pertest-post-test non-equivalent group design was employed. In this research, the investigator selects an IQ test where the students are divided into two groups. Assigning participants to the experimental and control groups. The experimental group was taught using flipped Classroom strategies, whereas the control group was taught by the regular teacher using the conventional teaching method. Then post-tests will administer to both groups. The design is represented and outlined in the following.

Q1 X Q2 - Q3 C Q4 Where Q, Q1 and Q2 = Pre-tests and Post-test
Q3 and O4 = Pre- test a Post-tests

X = Experimental treatment

C = Conventional teaching

Tools

- ✓ CT skill: This study adopted the traditional Chinese version of the California Critical Thinking Skills Test (CCTST) Form A to assess student CT skills (Facione, 1990).
- ✓ Pre- and Post-writing test

CONCLUSION

Today's learners get not satisfied with only traditional methods of Teaching. ICT has provided some of the essential characteristics to meet students' needs to succeed in a learning environment. Passive learning days have gone where students have used their senses to take information from a lecture, reading assignment or audio-visual ICT has now provided active learning where the student gets to learn through participation and investment of energy in all three phases of the learning process (input operations and feedback) therefor education in ICT age is nothing but a blend of both which start yielding a new and good impact on whole education scenario

Limitations of the Study

- The study is confined to 9th-grade students
- The study will be confined to Holly Mission Public School of Budgam Kashmir

All fifty students of 9th grade will be selected for investigation

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The Gut-Brain-Skin Axis in Acne: Impact of Polenoderm

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ABSTRACT

Background It is increasingly believed that the interaction between skin microbes and host immunity plays an important role in acne. Acne also has close connections with the gastrointestinal tract, and many argue that the gut microbiota could be involved in the pathogenic process of acne. The emotions of stress, have been hypothesized to aggravate acne by altering the gut microbiota. The presence of a gut-brain-skin axis that connects gut microbes, oral probiotics, and diet, currently an area of intense scrutiny, to acne severity. This study concentrates on the skin and gut microbes in acne, the role that the gut-brain-skin axis plays in the immunobiology of acne, and newly emerging microbiome-based therapies that can be applied to treat acne.
Obiective The purpose of this study was to compare the diversity of the skin microbiota in acne patients before and after taking Polenoderm.
Materials and methods A longitudinal cohort study was performed on 20 participants with moderate to severe facial acne with no recent use of oral and topical antibiotics/retinoids.
Results Hence, it is crucial to understand Polenoderm impact on the acne skin microbiota which is thought to be perturbed, our study provides insight into the skin microbiota in acne and how it is modulated by Polenoderm and diet.
Conclusion Acne also has close connections with the gastrointestinal tract, and many argue that the gut microbiota could be involved in the pathogenic process of acne. As understanding of the microbiome in healthy skin and the pathophysiology of acne continues to develop, new therapeutic targets are arising.

Keywords: Acne, Gut-Brain-Skin Axis Microbiota, Polenoderm, Diet

Introduction

Acne is one of the most common skin diseases worldwide and results in major health care costs and significant morbidity to severely affected individuals.

Acne vulgaris is a chronic inflammatory disease affecting nearly 85% of young people. Acne is a highly prevalent inflammatory skin condition involving sebaceous sites. However, the pathophysiology of this disorder is not well understood (1).

The pathogenesis of acne is attributed to multiple factors. The skin is a reflection of the gut, and acne may be a sign of deeper imbalances in the gut, like inflammation and dysbiosis. The skin is the largest epithelial interface separating the human body from the outside environment, and its surface is colonized by a diverse community of bacteria, fungi, and viruses (2-5).

These commensal microorganisms play critical roles in lipid metabolism, colonization resistance to transient organisms, and regulation of the immune system. It is increasingly believed that the interaction between skin microbes and host immunity plays an important role in this disease, with perturbed microbial composition and activity found in acne patients. Host-microbiome interactions that affect both innate and adaptive immune homeostasis appear to be a central factor in this disease, with recent observations suggesting that the composition and activities of the microbiota in acne is perturbed (6).

In addition, the composition of skin microbiomes varies depending on internal and external factors such as skin integrity and physiological status, antibacterial therapy, and demographic characteristics. Dysregulation of both the innate and adaptive immune systems has been implicated in the pathogenesis of acne (7).

The chronic inflammatory and recurrent skin condition acne vulgaris, commonly referred to as acne, is a disease of the pilosebaceous unit (hair, hair follicle, erector pili muscle and sebaceous gland) and, strikingly, the eighth most prevalent disease globally, affecting approximately 10% of the world's population (8-10).

The disease has a multifactorial aetiology and is triggered initially during adrenarche in susceptible individuals, and can be mild to very severe with respect to symptoms. The emotions of stress (e.g., depression and anxiety), for instance, have been hypothesized to aggravate acne by altering the gut microbiota and increasing intestinal permeability, potentially contributing to skin inflammation and change in sebum production and fatty acid profiles (11).

Fig. 1 (11)

In this article, we review recent developments in the interactions of skin microbes with host immunity, discussing the contribution of dysbiosis to the immunobiology of acne and newly emerging skin microbiome-based therapeutics to treat acne.

Many studies have confirmed that the skin bacterial microbiomes differ between young women and older women (12).

Acne also has close connections with the gastrointestinal tract, and many argue that the gut microbiota could be involved in the pathogenic process of acne. Few studies have examined the effects of antibiotics on the skin microbiota in acne (13).

Recent studies also showed that the gut microbiome is involved in acne, through interactions with the skin microbiome. The term 'microbiome' refers to microorganisms (bacteria, viruses and fungi) and their environment. A microbial imbalance or 'dysbiosis', compared with the normal distribution in healthy tissues, has been suggested to be involved in the pathophysiology of acne (14-16).

Staphylococcus epidermidis and Cutibacterium acnes (C. acnes; formerly Propionibacterium acnes) are two major inhabitants of the skin that are thought to contribute to the disease but are also known to promote health by inhibiting the growth and invasion of pathogens. The anaerobic bacterium Cutibacterium acnes is believed to play an important role in the pathophysiology of the common skin disease acne vulgaris. It is understood that Cutibacterium acnes plays an important role in the synthesis of porphyrins on skin. It is alternatively possible that porphyrin levels (determined by the activity of specific Cutibacterium acnes strains) directly affect the presence of other bacteria (12).

(Fig. 2) (17)

In relation to acne pathogenesis, the perceived wisdom has always been that the condition develops within a follicle as a result of four main events: (1) androgen-induced hyperseborrhoea, (2) follicular hypercornification, (3) colonisation and proliferation of C. acnes and (4) stimulation of a local innate immune reaction (18).

As the old naturopathic medicine saying goes, "The skin is a reflection of the gut." More recent studies evaluating the role of oral probiotics on acne have largely been published in foreign journals. Probiotics are live micro-organisms that provide a health benefit to the host. The term probiotic has been defined as "living microorganisms which, when consumed in adequate amounts, confer a health effect on the host". Probiotics modify several factors in the pathophysiology of acne development and can potentially improve compliance as well. The immunomodulatory effects of probiotics on keratinocytes and epithelial cells suggest a physiologic mechanism to support the use of probiotics as an adjuvant treatment of acne (19).

A reduction on the inflammatory cascade again targets a factor in the pathogenesis of acne. People with acne may have more inflammation in their bodies. Oral probiotics can calm inflammation systemically (20).

The aim of this review article is to evaluate the role of pro- and prebiotics on the normal function of healthy skin as well as their role in the prevention and therapy of skin disease. Thankfully, oral probiotics can remedy this situation, improving both your gut and skin health.

Gut dysbiosis (or imbalance in your gut) has been linked to acne and other skin conditions. Oral probiotics like Lactobacillus acidophilus/Bifidobacterium bifidum can resolve dysbiosis. Acne patients were found to have a decrease in Lactobacillus and Bifidobacterium bacteria. Stress is associated with acne and also impairs Lactobacillus and Bifidobacterium. Besides helping your digestion, oral probiotics can also heal key issues linked to skin health and acne reduction. Hormone levels contribute to acne, and oral probiotics can improve hormonal balance, per a study of women with polycystic ovarian syndrome (21).

Propolis has been attracting the attention of researchers because of its antimicrobial, antioxidant, antiviral, and antifungal properties.

Researchers are also currently testing probiotics that contain healthy bacteria to be applied directly to your skin. These are known as topical probiotics **(**22).

Prebiotics are worth keeping an eye on for acne treatment (23).

There are many dermatological conditions associated with alteration of the intestinal microbiota and / or skin. In the last ten years there have been many researchers who have studied this connection. We can divide these diseases into two groups: The first includes all chronic inflammatory diseases such as psoriasis and atopic dermatitis and autoimmune diseases such as vitiligo and alopecia. In all these conditions, it is very important to explore intestinal inflammation and dysbiosis of the intestinal microbiome. In the second group we can list the diseases usually considered as infections such as acne, seborrheic dermatitis, rosacea and pityriasis versicolor. They are caused by microorganisms that normally live on the skin, even in healthy people. For this reason, we should begin to consider such diseases not as infections, but as a form of dysbiosis of the skin microbiome. The approach to the microbiome in dermatological problems is a 360° approach that assigns a very important role to the diet, but also includes the use of certain natural immunomodulators of the intestinal and skin microbiota. For example, Deniplant, a patented blend of medicinal plants with fruit tree buds, has been tested in dermatological conditions with psoriasis, atopic dermatitis and acne.

(Fig. 3) (1)

CONCLUSION

Skin microbiota (bacteria, fungi, and viruses) are indispensable parts of the skin barrier; they regulate inflammatory processes and provide innate and adaptive immunity. The main inducer for this multifactorial disease is microbial fluctuation of common resident microbes on the skin with each microbe possessing their own purpose and style in protecting the human body. Oral administration of probiotics was found to constitute an adjuvant therapy to conventional modalities for treating mild-to-moderate acne vulgaris.

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Associations of Metacognition and Internet Gaming Disorder Among University Students in Bosnia and Herzegovina

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ABSTRACT

Digital technologies development leads to increase in internet gaming popularity to several audiences, in which these behavior may get non- chemical addictive features as phenomenon of modern society. Although there are studies representing the benefits of gaming, evidences documented considerable difficulties in psychological functioning and distress, not solely in individual/ personal level, but also in facets of family and social context functioning. Nowadays, scientific evidences showed that Internet gaming disorder is recognized as a mental health problem and a psychiatric condition, but with unclear pathogenesis. Within this potential clinical entity, multiple factors are associated with IGD onset, from affective to interpersonal, as well as identifying role of cognitive factors in IGD conceptualization. In this study, we aimed to explore the association between metacognitive beliefs and IGD among university students. A total of 720 individuals participated in the study, with administration of sociodemographic form, Metacognitions Questionnaire- 30 (MCQ- 30), and The Internet Gaming Disorder Test (IGD-20 Test). All variables were significantly correlated, with exception of Cognitive Self- Consciousness. Pearson's correlation and multiple linear regression analyses were conducted to examine the associations between metacognitive beliefs and IGD. Furthermore, Cognitive confidence, and Positive beliefs about worry were associated with IGD. Results showed that dysfunctional metacognitive beliefs are related to IGD among young adults. Findings indicate that interventions should consider targeting modification of metacognitions as with potential for benefits in treatment of individuals with IGD features. However, important is to highlight need for longitudinal studies in order to formulate a definite framework of metacognitive implications on IGD.

Keywords: Gaming, Addiction, Metacognitions, Internet, Internet Gaming

INTRODUCTION

Technology has made internet gaming popular among college students, offering enjoyment, accomplishment, and social interaction. However, excessive online gaming can limit real-life experiences, leading to internet gaming disorder (IGD) and inclusion in DSM-5 (Ko., 2014). Internet addiction is a significant social issue affecting academic, social, and occupational functioning, similar to substance or alcohol addiction.
University students' problematic internet use requires therapeutic intervention. Factors like gender, metacognitive views, and personality may be related, but studies are limited and inconsistent (Kaval et al., 2022). The incidence of IGD in the Bosnian population is not specifically known. A 2018 study conducted in Serbia, which has cultural ties to Bosnia and Herzegovina, discovered that problematic gaming is common among teenagers (Jović et al., 2018).

THEORETICAL FRAMEWORK

Metacognition is the self-operation process and knowledge one has about it, focusing on control of behavior. It includes meta-reductive regulation and metacognitive knowledge, which involves strategies for various expressions (Pintrich, 2002). Flavell defines metacognitive knowledge as beliefs or knowledge that overshadow objects or variables in the receptive regions. It can be divided into declarative, procedural, and situational knowledge. Metacognitive regulation involves activities that help negotiate and learn, minimizing and maintaining mental processes to reduce effective performance. Internet gaming has become a public health problem, particularly for young people, due to its high prevalence and addiction. The American Psychiatric Association's DSM-5 has identified internet gaming disorder as a "needs more research" and emphasizes its serious risk for public health. The disorder is a separate disorder and requires further research to prove its existence.

The prevalence of Internet gaming disorder in society, its clinical course, and the requirements of determining biological factors are emphasized (Arıcak, et al., 2018). This situation has become a health problem that threatens the public, especially students, and it is seen that individuals have problems in their psychosocial, academic and professional functions along with their physical health. Spada et al. say that metacognitions are related to gaming disorder for two reasons. The first sees the internet as a tool to control negative thoughts and emotions and is seen as a tactic that should be guided by metacognition. According to the component, hardware internet use causes negative emotions, according to the metacognitive model, these emotions are associated with metacognitive dissonance. The authors state that metacognition plays a mediating role between negative emotions and questionable internet use and that the metacognitive model of psychological load (Wells & Matthews, 1996) may also include internet use. Studies on the relationships between metacognitive and internet gaming disorder are limited and this issue has been done in recent years.

Metacognition and internet gaming disorder have a clear connection, according to studies. Additionally, it was found that gender positively influenced metacognitive thoughts. The use of online gaming was found to be compatible with metacognitive beliefs (Kaval et al., 2022). Metacognitions were shown to be utilised in a different investigation to forecast IGD. When daily internet usage was controlled, it was discovered that metacognitions contributed

independently to the prediction of IGD. As a result, IGD susceptibility characteristics include a poor ability to notice faulty metacognitions (Aydın et al., 2020). A study compared students with and without IGD, revealing significant disparities in metacognition and IGD disposition. Special interventions for high-risk players improve game metacognition (Dang, et al., 2022).

METHODS

The quantitative research approach is the foundation of this study. To answer research questions and evaluate hypotheses, a quantitative study approach relies on collecting and evaluating numerical data. Statistical analysis techniques (SPSS) are applied to the data in order to gain insightful information and draw conclusions. A survey was distributed as part of the investigation. All participants got informed consent and information about the study's purpose. A set of questionnaires were filled out by participants to evaluate tests IGD-20 and MCQ-30. The survey only took participants 10 minutes to complete.

1. Sociodemographic form:

Our socio-demographic form; gender, age, ethnicity, education, degree, academic year, number of hours of playing video game/s in a week, interesting game type, and loot box parts. Socio-demographics involve; sex (Male-Female), age, ethnicity (Bosnian / Turkish / Other), education (Bachelor / Master / Ph.D.), degree (FASS / FENS / FBA / FEDU / FLW / ELS), academic year (ELS / First / Second / Third / Fourth / Master / Ph.D.), number of hours of playing game/s in a week (None / 0-5 hours / 6-11 hours / 12-17 hours / 18-23 hours / 24+), interesting game type (Real-time strategy / First-person shooter / Role- playing / Turn-base / stimulation / Sports / Facebook / Others), loot box part (- Opened a loot box? - Purchased a loot box or a key? - spent money on loot box in past 12 months? - used loot box but not paid for loot box?)

2. Internet Gaming Disorder Test (IGD-20 Test) (Pontes et al., 2014):

The IGD-20 Test (Pontes et al., 2014) comprises 20 items that are answered using a five-point Likert-type scale: 1 (“Strongly disagree”), 2 (“Disagree”), 3 (“Neither agree nor disagree”), 4 (“Agree”) and 5 (“Strongly agree”). These 20 items assess both online and offline video gaming activity engaged in over the previous 12 months in terms of the diagnostic criteria for IGD (American Psychiatric Association, 2013). At the same time, the 20 items are mapped onto the theoretical addiction components model set out by Griffiths (2005) due to the overlaps between the nine IGD criteria and the components model of addiction. The purpose of this test is to analyze the different profiles found in a sample of players. The IGD-20 Test assesses six different dimensions: salience, mood modification, tolerance, withdrawal symptoms, conflict, and relapse.

3. Metacognitions Questionnaire 30- (MCQ-30):

The Metacognitions Questionnaire 30-(MCQ-30) (Wells & Cartwright-Hatton, 2004) assesses metacognitive beliefs and processes. It comprises five subscales: ‘Positive beliefs about worry’; ‘Negative beliefs about worry’; ‘Cognitive confidence’; ‘Need to control thoughts’; and ‘Cognitive self- consciousness‘. For each subscale, six items are scored 1–4, yielding total scores of 6 to 24. High scores indicate, respectively, reduced confidence in memory, greater belief in the need to control thoughts, and an increased tendency towards self-

focused attention. The MCQ-30 has excellent internal consistency and good convergent and predictive validity in normal populations (Spada, Mohiyeddini & Wells, 2008).

FINDINGS AND DISCUSSION

The research questions were asked to the participants for sociodemographic components of the group population, IGD-20 test for internet gaming disorder and MCQ-30 for metacognition levels. The trends between internet gaming disorder and metacognition in Bosnia are examined. Anonymous data were collected from the participants and the obtained data were stored.

Table-1: Sociodemographic features of the sample.

	Mean	S.D.	Count (%)
Age	20.52	1.92	
Gender			
Male			332(44,4%)
Female			388(51,9%)
Education (years)			
Bachelor			706(94.4%)
Master			9(1.2%)
PhD			1(0,1%)
Degree			
FASS			186(24.9%)
FENS			209(27.9%)
FBA			101(13.5%)
FEDU			42(5.6%)
FLW			56(7.5%)
ELS			125(16.7%)
Academic Year			
ELS			128 (17,1%)
First			277(37.0%)
Second			132(17.6%)
Third			82(11.0%)
Fourth			91(12.2%)
Master			9(1.2%)
Hours Of Playing			
None			341(45.6%)
0-5			213(28.5%)
6-11			62(8,3%)
12-17			44(5,9%)
18-23			22(2,9%)
24+			36(4,8%)

Game Type	
Real- Times Strategy	
First- Person Shooter	49(6,6%)
Role-Playing	67(9,0%)
Turn- Base	31(4,1%)
Simulation	5(0,7%)
Sports	41(5,5%)
Facebook	64(8,6%)
Others	16(2,1%)
More Than One	142(19,0%)
	274(36,6%)

Opened Loot	
Yes	259(34,6%)
No	460(61,5%)

Purchased Loot	
Yes	165(22,1%)
No	555(74,2%)
Spend Money Loot	
Yes	97(13,0%)
No	623(83,3%)
No Pay Loot	
Yes	195(26,1%)
No	523(69,9%)

According to the sociodemographic form, female participants were found in research (44.4% (n = 332) were male and 51.9% (n = 388) were females). The mean age of the participants was 20.52 (SD = 1.92). Ethnicity was indicated into three aspects, 6.6 % (n = 49) of them were other, 36.0% (n = 269) of them were Turkish, 53.7% (n = 402) of them were Bosnian. Moreover, education has been considered into four aspects, bachelor students were 94.4% (n = 706), master students were 1.2% (n = 9), PhD students were 0.1% (n = 1).

Table-2: Inter-correlations between the study variables.

		M (*SD*)	1	2	3	4	5	6	7	8	9	10	11	12	13
1.	IGD-S	5.45(2.74)	1												
2.	IGD-MM	7,02 (2.37)	.50**	1											
3.	IGD-T	5.28 (2.50)	.74**	.50**	1										
4.	IGD-WS	4.85 (2.34)	.71**	.46**	.77**	1									
5.	IGD-C	9.56 (3.43)	.60**	.30**	.59**	.66**	1								
6.	IGD-R	5.19 (2.54)	.69**	.46**	.67**	.71**	.64**	1							
7.	MCQ-CC	12.00 (4.29)	.18**	.25**	.22**	.22**	.20**	.16**	1						
8.	MCQ-PBW	12.74 (4.17)	.19**	.26**	.17**	.17**	.19**	.17**	.44**	1					
9.	MCQ-CSC	15.84 (3.96)	.07	.25**	.04	.05	-.04	.03	.33**	.46**	1				
10.	MCQ-NBUAD	14.26 (4.86)	.01**	.24**	.13**	.11**	.12**	.09*	.53**	.52**	.54**	1			
11.	MCQ-NTCT	13.74 (3.95)	.18**	.25**	.17**	.16**	.13**	.16**	.55**	.57**	.57**	.57**	1		
12.	IGD TOTAL	37.36 (13.01)	.87**	.64**	.86**	.87**	.80**	.85**	.25**	.24**	.07	.16**	.21**	1	
13.	MCQ TOTAL	68.59 (16.56)	.18**	.32**	.19**	.18**	.16**	.16**	.73**	.76**	.73**	.83**	.83**	.24**	1

Notes: IGD-S: Internet Gaming Disorder Scale - Salience; IGD-MM: Mood Modification; IGD-T: Tolerance; IGD-WS: Withdrawal Symptoms; IGD-C: Conflict; IGD-R: Relapse;
MCQ-CC: Meta-cognition Questionnaires Scale - Cognitive Confidence; MCQ-PBW: Positive Beliefs Worry; MCQ-CSC: Cognitive Self-Consciousness; MCQ-NBUAD: Negative Beliefs Uncontrollability and Danger; MCQ-NTCT: Need To Control Thoughts; IGD TOTAL: Internet Gaming Disorder Scales Total Score; MCQ TOTAL: Meta-cognition Questionnaires Scales Total Score.
*p<.05, **p<.01.

IGD-S: Internet Gaming Disorder Scale - Salience; IGD-MM: Mood Modification; IGD-T: Tolerance; IGD-WS: Withdrawal Symptoms; IGD-C: Conflict; IGD-R: Relapse;
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*p<.05, **p<.01.

DISCUSSION

The aim of this study was to examine the relationship between metacognition and Internet gaming disorder (IGD) among university students in Bosnia and Herzegovina. The focus was on salience, mood change, tolerance, withdrawal symptoms, conflict, and relapse to examine university students' online gaming disorder. According to the results of 720 participants, a significant relationship was found between metacognition and IGD.

Similar results have been reported in social networking sites addiction (Ünal-Aydın et al., 2019), internet addiction (Spada & Marino, 2017; Chen, Poon, & Cheng, 2017), substance use disorder (Bayrakçı et al., 2015). Worrying about internal situations increases the trigger of online gaming and may worsen the emotional state that facilitates relapse (Aydın et al., 2020). Considering the factors, the IGD facets may be perceived as addictive behavior "automaticity"; hence, internet gaming can become exclusive, rapid reward attainment, automatic, and as relaxation from psychological distress.

Positive meta-worry was found to be connected to salience, tolerance, conflict and relapse. According to the Aydın et al. (2020) this is key in the various forms of coping activation (rumination, thought suppression, worry) in distressing triggers presence (e.g. upsetting thoughts, sensations, emotions) that may possibly lead to an escalation of negative affect (Wells, 2000). In turn, due to cognitive- affective regulation, it may increase the probability of engaging in internet gaming (e.g. affective states worsening may lead to relapse facilitation).

Our study also found association between negative meta- worry and withdrawal and conflict. This finding was aligned with a study Aydın et al. (2020), in which negative meta-worry presence indicates psychological distress, which may lead to escalation to higher thresholds, and explaining the pathology that may be linked to mentioned aspects of IGD and negative meta-worry (conflict, an indicator that behavior is beginning to impact interactions with others, and withdrawal, an indicator of dependence).

Prior to our knowledge, this is the first research exploring associations of metacognition and IGD among university students in B&H; however, some limitations must be highlighted. We used a cross-sectional design which is not providing causality definite statements. Also, the study relied on self-report questionnaires that are affected by answer accuracy and recall bias; as well as that the diagnosis of IGD was not evaluated by a structured clinical interview. In addition, it is likely that the true prevalence of IGD in our sample is underestimated.

CONCLUSIONS AND RECOMMENDATIONS

The findings of this study suggest that metacognitions may influence IGD. Targeting both areas might be advantageous. Examples of interventions aimed at "re-parenting" and/or building assertiveness skills include cognitive behavior therapy (Speed, Goldstein & Goldfried, 2017).

A large body of research has indicated that metacognitive therapy is effective in reducing psychological distress (Wells, 2013), and there is growing evidence that it can also be used to treat addictive behaviors (Spada et al., 2015). These interventions may include techniques for directly modifying metacognitions, as well as ways to improve attentional flexibility (like the attention training approach) and stop rumination.

Connection between effects of internet gaming and metacognition should be taken into a consideration in future research endeavors. We recommend that future studies use longitudinal design, to asses, monitor are and how metacognitions changing in diferent sequences of time intervals, and whether these changes are correlated with IGD.

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The End Game

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ABSTRACT

The world is not a wish-granting factory. When we repeat something constantly, it starts to lose its meaning and sounds like a noise. And here, people like Cliff learn how futile it is to disturb the universe with the trumpet's clarion call. Hence, this game has no rules. It takes one to be Prufrock; with his sad natural intelligence of the self-taught to identify the cruel steel traps of life which awaits in the end. How often do we fall in a soup of complexities that we judge through selfish eyes. We be in a questioning as to why things didn't commence the way which gives us pleasure. The constant self-obsessive gratification of our demanding conscious cause trouble with our lives.

We often run inside our created dream to escape from the clutches of our reality. The dance of the critically wounded mis-happenings perforates the very fabric of life and relationships. Thus, we all escape to this game to exhale the hardships we don't dare elucidate. What is the solution? We escape. We escape our fantasy and use our doomed reality as the very foundation stones.

Keywords: Futile, Cruel Steel Traps of Life, Complexities Self- Obsessive Gratification, Escape, Doomed Reality, Fantasy World.

INTRODUCTION

“Here we go round the prickly pear

Prickly pear prickly pear

Here we go round the prickly pear

At five o’clock in the morning.”

-T.S. Eliot

Life is “prickly” and full of pain and hardships. Osborne’s Look Back In Anger is contemporary, it merges both the strains of the real, and the absurd, into one theatre of feeling. It has spoken the truth through an apparent cobweb of absurdity. He is a great artist who served his audience a series of tragic facts about life, punctuating the narrative with comic relief. This way the audience could absorb the grim nature of the narrative better, without feelings worse, as they are subjected to the art. Jimmy Porter knows how futile it is to convey his emotions to the unsympathetic world ; the individual helplessness of Alison and Cliff makes them retreat to the world of fantasy, the world where the momentary illusions of happiness would sustain them in an otherwise meaningless world.

BODY

In a play of naturalism, “the Bear and the Squirrel game”, symbolically conveys this mood of absurdity, which ironically, the characters have to live, in the life of reality. It is a silly symphony for people who would not bear the pains of being human being any longer – a symphony that offered the momentary indulgence of undulating instincts, far simplified from an existence of complex intellect. It was the one way of escaping from every thing –a sort of “unholy priesthole of being animals to one another”.

The warm trees and the snug caves will now have the edges of “cruel steel traps” as the fine line of tragic laughter and comic tears has been suspended pathetically. For the first time they know that their game is an escape from the absurd into the absurd, that can sing a song about themselves -the pretty ugly things have indeed torn the insides out of each other.

These comic relief might be a release from the pressures of existence, but it adds to the consistently, careful with temper of tragedy, as we recognise absurdity of life. In an attempt to escape the soul, destroying cruelty of life, we as “Hollowmen” turn themselves into a joke that makes us laugh at ourselves. Their only existence lies in transposing their existence into a “stinking old bear” or “a randy little mouse” or a squirrel with an “ostrich feather of a tail” participating in the Morris Dance of Life. These ‘whimsy little half wits’ recognise the story of futility called Life, and yet choose to sustain it, with the hope of securing some moments of emotions. We perhaps choose to forget that these comic moments of relief only accentuates the

temperament of absurdity and whimsicality, that the modern world has lost its unifying principal.

In every relationship there comes a time where people tend to forget their dialogues. We want to run away from our regular life and find our drive. It is a realistic slice of life that we tend to ignore and try to avoid. There's no plot that goes on, no story to follow, no words to recite. We wait for some kind of significance in the insignificant life. There come a time when language gets broken into pieces and failure of language gives rise to failure of communication. It is then when we resort to the "bear and squirrel game" which turns out to be the endgame to compensate the failure of broken relationships. The game blends comedy and tragedy.The sensation of a laugh will escape to onlookers but the tears stream down to both who satirised this game. We would laugh at this stupidity of this game while the two people involved watch their bliss disappear in thin air.

The bear and squirrel games acts as an epiphany, making us realise the games we play to fix gaps in relationships. The culmination of marriage is after all not always, " All's well that ends well." It gets darker as we anticipate a new beginning. It is funny how every relationship is jazzed up with blush and sparkle, the backstory is such a stark contrast!

CONCLUSION

Post modernism beckons a new drug to inject us. Fortunately or unfortunately mankind helped themselves to the end game graveyard with highly interactive applications and artificial intelligence. Augmenting the very fabrics of reality and summoning billions to join this endless circus of falsification. Helping not only two but millions more who found themselves trapped in this game. Easing their pain by hiding their flaws through dating profiles and relieving them through artificial companions.

Like all evolutions the bear and squirrel game metamorphoses into an artificial domain all over the World Wide Web. Where every Jimmy and every Alison has their own sweet gratification and pain, some people give in to delusions and get lost in them forever. Delusions, so worse, that they claim a reality of bondage with virtual elements. Some abusing its pleasures, some getting abused by its pleasure. Some being the master and some the slave. But all snowballing towards an end game-a game which feeds of the emotional vulnerability of its victims. People forget how to smile without a lens and how to laugh without memes. People forget how to live without videos and self entertain without reels. There is no real escape all are virtual ones which open more doors to escape from someone safe to some other kinky forgery.

Ethiopian Business Incubation Environment Perspectives

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ABSTRACT

Business incubators are organizations support for companies in their early stages of life to provide a workspace, business and legal advice. Business Incubation Center addresses several bottlenecks in the Ethiopian incubation eco-systems. Even though limited numbers of incubation centers were launched in Ethiopia, they are still in infant stages. Lacks of sustainable/technically sound business models for exciting incubators were through regional benchmarks. There never been indigenous incubation expansion motions. As a result the environment was aided only by foreign agencies. EU, UNDP, PUM, Tel Aviv, Seratera, Adelphi, and, GIZ are among the most well-known aid agencies in Ethiopian Business environment. Focusing on agriculture, ICT, research and training, construction, livestock, fisheries and forestry sectors were majors. Hence the main objective is to adhere the indigenous business incubation environments in locally available resources.

Employed of the study were both primary and secondary data methods of collection. 12 countries from 6 continents of the world were taken as a sample to triangulate their current business environment. Specifically in Ethiopia there are 6 Business Incubation centers in public and private academic institutions. Among them 34 census samples were taken as a respondent. Thus collected data analyzed using system dynamics (venism) software to associate the cause and effect relationship.

The results show that there are systematic differences in the number, performance, and amount of registered business for incubations collected by the two methods, indicating the importance of more establishments for localized incubation centers are required. In this study 1:1000000 BIC to population ratio was randomly offered. However, the study shows 117 BIC are left in Ethiopia and also highlights some challenges in the implementation of incubations, such as community attitude and informal markets.

Keywords: Accelerators, Business, Enterprise, Ethiopia, Incubation, Open Innovation, Venism

1. Introduction

A business is an organized economic entity with economic and social goals for profit and community facilities [5]. Then idea and practice of business incubation (BI) were pioneered in developed nations some 60 years ago, where a sophisticated incubation ecosystem with a wide variety of incubator types and funding sources has since grown [1]. While Qurbani et al (2023) said "it was born between the economic periods of classical and neoclassical capitalism". According to many academics, BI fosters the growth of entrepreneurs by building a network of resources and knowledge. Few researchers have, however, examined how incubation affects knowledge expansion, which speeds up innovation as compared to rivals[2]. BI can be defined as an innovative, developing organizational form that combines the start-up's entrepreneurial spirit with resources typically available to large or medium-sized businesses to create value. Due to the quick and significant changes in technology, telecommunications, and digitalization as well as deregulation and globalization, BI is a new requirement in the global economy. Every actor affected by these developments, whether they operate on a national, corporate, or individual level, must alter [5]. They support emerging companies through their most vulnerable developmental stages, assisting them in surviving and developing into thriving commercial enterprises [3], [4]. They are organizations or institutions that support small and medium businesses and startups by offering facilities, infrastructure, and business development services in the management and technology realms(et al., 2023). They are thought to be a cornerstone of initiatives for economic development and add value by combining the startup's entrepreneurial spirit with resources that are often made available to new businesses. The commercialization of technologies and the creation of jobs in the local economy are two of the main goals of business incubators[7].

Incubation is the "process of keeping something at the right temperature and under the right conditions so it can develop" is often characterized by a favorable atmosphere or a superior umbrella that protects newcomers and inspires owners who do not have a solid foundation for a business Organization (Karambakuwa, 2022a). The collaboration between incubator managers and business owners is crucial to the project's success since the more time incubator managers invest in coproduction in general as well as in each episode and the larger range of modalities they employ, the more significant the impact.

The goal of BI is to nurture entrepreneurial dreams with the intention of making them come true. All administrators are currently quite concerned about the business incubation develops due to the quantity and variety of useful services it promises. It is a social business solution platform that can manage businesses from their birth to their maturity [8]. It can provide entrepreneurial start-ups with critical network resources. network resources acquired by the start-ups' own efforts (rather than network resources facilitated by an incubator) were most critical in all phases of enterprise development [9]. Less is known about how business incubators handle failure, a regular occurrence in the establishment of new ventures. The failure of an entrepreneurial team to create a scalable company model can be understood by using a value creation viewpoint[10]. Business incubation services enhance startup companies' absorptive capacity characteristics like exploratory, transformative, and exploitative learning, which hastens the commercialization of technological advancements[2]. The practice of BI is

an important undertaking that can support the expansion of new businesses. However, there hasn't been much study done to support what goes on in an incubation center [11]. In order to foster the creation of new businesses and spur innovative economic growth, it is crucial. In order to facilitate the incubation of new technological firms, many nations throughout the world are fostering "innovation orchards" in the form of government-industry-academia partnerships[12]. The cooperation between government and academia in the establishment of new R&D institutions has a positive effect on business incubation, and other types of cooperation between government-industry, industry-academia, and government-industry-academia have no significant impact on business incubation[12]. According to Karambakuwa & Bayat (2022), entrepreneurship development focuses on those who wish to start or grow emerging enterprises as well as extending the base of entrepreneurs to speed up the rate at which start-ups are developed. ‘’Sustainable business models have the potential to radically improve environmental and social performance of firms”[13]

By giving people a way to make money and give back to society, entrepreneurship can enhance social inclusion and is therefore important to the economy. People from all backgrounds can participate in and profit from the economic process through inclusive development, which has the potential to increase income and living standards [14]. Three characteristics define start-ups: they have been around for less than ten years; they deploy highly inventive inventions or business strategies; and their ventures are focused on creating meaningful employment and increasing income. Open innovation (OI) is the real structure for utilizing outside resources and larger networks in order to carry out innovation as opposed to only using internal resources [4]. OI outbound activities, whereas, OI inbound activities are less common in tenant performance [21]. It is the actual framework for exploiting external resources and wider networks in doing innovation instead of just operating with in-house resources [22]. For incubators, various reinforcements are needed to assist tenants and implement pre-incubation and incubation. However, the explanation of how OI in pandemic transforms business incubation is absent from studies on business incubation and incubators as OI partners fostering co-creation, collaboration, and co-petition. As a strategy "to help small start-ups overcome liabilities of newness and smallness," BIs are described [24].

1.1. Business Incubation Functions

Startups experience substantially greater rates of mortality than larger, more established businesses. To succeed in today's difficult business environment, organizations need to be able to effectively integrate internal functions within the organization and effectively link them with the external operations of members of the supply chain [16]. Hence the existent literature has strongly endorsed the roles and beneficial effects of business incubators, including virtual ones, in nurturing entrepreneurship and innovation across a variety of industries and their ensuing contributions to fostering sustainable economic growth and social development. They are recognized as essential for promoting social development and sustainable economic growth across a range of industries[17]. According to Ahyani et al.(2022) The significance of defining and comprehending the business and the Islamic business environment in the 5.0-period society that exists now in order to adjust to that era and make it more meaningful. It’s 9 dimension of the virtual business incubator model were: integrated human resources and capital; focus on

strategic alliance formation; valuation and management of intellectual capital; internet-based; for-profit; private sector playing the leading role; formalized management control systems; national and international business and market; and collaboration with physical incubators when necessary[17].

Creative industries need to innovate in this digital era to face the rapidly changing business environment and fierce competition[20]. When Small business enterprises perceived usefulness increases it will literally increase the benefits and reduce the perceived cost. Also, the government should provide funding support to the those[23]. The aiding agencies in providing higher education startup assistance, such as coaching (BMC, Business Plans and Marketing Strategies) and assisting startups to obtain funding or investor. Because there are only a small number of academics who are conscious of the need to work to commercialize their unique goods or conduct research toward product commercialization, the implementation of help for university startups is not ideal [6]. Because the business incubation curriculum significantly affects both product and marketing innovation[20].

The purpose of technology business incubators (TBIs) is to give early-stage technology-based businesses or startups a place to navigate and overcome obstacles so they can progress faster towards sustainability and success [25]. TBI leadership team strengthened its programs, forged partnerships with international and local incubators and entrepreneurs, and completed various capability- buildings, including the Visiting Professor program for curriculum-based entrepreneurship. It required the assistance and support of the community at the local, regional, and international levels to flourish and be successful in the university. This covers the executive branch, private sector, commercial sector, and industry.

The initiation of various business support programs in the government, aims at improving the performance of small and medium enterprises, nurturing talent and entrepreneurial skills, and provision of entrepreneurial training programs[7]. BIs ensure networking and facilitate OI collaborations both inside the incubator among entrepreneurs and outside with external stakeholders[26]. The creation of linkages (networking) that are mutually beneficial to the start-ups as well as the incubation hubs is essential. Learning was assisted by networking in incubation hubs since incubates had the chance to share knowledge among themselves. The contact produced exposure to lifelong learning, which was successful in fostering personal growth [27]. The study made it easy to comprehend the significance of networking in incubation hubs. It was discovered that start-ups might use relationships to their advantage through networking. The convergence methods for assisting knowledge-based firms before and after their incubation can be supported well by business incubators. It is important to remember that business incubators improve the environment for entrepreneurship rather than replacing entrepreneurial activities [28].

Entrepreneurship and innovation are seen as crucial components of the digital economy's ability to propel high-quality economic growth. The digital economy can strengthen the synergistic effect of entrepreneurship and innovation and bring about the integration of digital entrepreneurship and digital innovation, digital entrepreneurship and traditional entrepreneurship, and digital technology and the real economy all need to be thoroughly studied[29]. Innovation for Solutions evolved beyond local contexts but with end-users in mind.

Innovation with the solutions co-created between actors in and beyond local end-user contexts. Innovation by solutions is designed by actors in local end-user contexts[30]. The importance of small enterprises to numerous worldwide economies has sparked an expansion in small business incubation studies and practices. Due to the high failure rate of many start-up businesses, small business incubation is also regarded as crucial. The community-based incubation model for small business incubation inside the urban peripheries of Cape Town is one of the various models for business incubation that are now available[20].

The development of the country is directly influenced by the business's success. Therefore, it is crucial to assess and forecast whether or not the firm will be profitable [32]. Because Success in general refers to the accomplishments made possible by achieving small life goals or making a profit. For BI professionals, academics, entrepreneurship support policy makers, and tenants, the structure of the national BI guidelines is innovative in that it explains the purpose of business incubation, OI practices and strategies used to BI, and incubators as OI partners[33]. Processes for choosing incubates and the standards by which incubator clients are chosen are now crucial to the business incubator's success[5]. The global economic landscape is radically altering as a result of technological advancement and entrepreneurship. These factors function within the framework of free markets, deregulation of the government, and privatization, as well as new considerations for the human condition, ethical leadership, environmental protection, gender parity, and equitable economic growth[34]. For many stakeholders, a well-run incubator might have a variety of advantages: For governments, tenants, universities and research institutions, business for the neighborhood, & the world community[34]. In the agriculture sector play a significant role in nurturing start-ups, creating job opportunities, and positively impacting the economy, implies it is crucial for developing to include business incubators in their policies and strategic plans. The function of business incubators and the results of their incubation programs have not been fully realized in promoting industrialization and entrepreneurship. A sustainable strategy that can support sector-specific businesses is necessary to promote rural development in developing areas where the majority of the population relies on agriculture[35].

2. Materials and Methods

This study was exploratory in nature and aims to understand the participants' opinions. Mixed approach was used in primary data and secondary data and then analyzed using the cause and effect analysis using System dynamics. A qualitative approach can reach people who would not ordinarily volunteer for the research like incubation hub start-ups businesses. Primary data was obtained through gathered using an interview guide which were then processed and analyzed to determine the perspectives. Secondary data was obtained from internal institutions, organizations or related ministries, journals, and related research results which then formulated a grand strategy by describing how efforts to develop strategic management in strengthening business incubators in Ethiopia. In order to associate the cause and effect relationship of BI environment factors a 5 point Likert Scale was used which (1) Strongly Disagree, (2) Disagree, (3) Uncertain, (4) Agree and (5) Strongly Agree. A result modeled in to system dynamics (Venism) software.

This model was cocreated and validated with 34 incubator managers and startup founders from 8 business incubation centers during interview and organized into 8 dimensions concluded as fundamental in future digital incubation programs. Moreover, this study offers knowledgeable guidelines to support academics, practitioners, organization managers, or other professionals interested in building and running virtual business incubators.

3. Results and discussion

Participants' were aged from 27 to 61years; female participants represent 39.1% of the sample, while males correspond to 60.9%. Regarding their educational level, all participants had completed higher education. Their fields of education were diverse, but mostly related to FBE (n = 28), followed by engineering or technology (n = 1), human sciences (n = 2), natural sciences (n = 2), and mathematics (n = 1). Furthermore, the incubators and startups were linked to 8 different incubator centers i.e., they represent 100% of the total number of national incubators, located in 5 cities of Ethiopia: AA (n = 3), Amhara (n = 3), Oromia (n = 1), Sidama (n = 1), Tigray (n = 1), and others (n = 2). As already mentioned, the official names of the incubators represented by the clusters knowledge about business incubators was focused on whether the respondents, the results showed that 71.04% respondents already knew what BI was, while 28.96% or as many as 75 people did not know what BI. This shows that largest number of respondents already know about BI. This is certainly a good start for determining a strategy to strengthen startup assistance because the academic community is considered quite educated about what a business incubator is.

However, out of 34 respondents, only 64.48% people knew the benefits or purposes of a business incubator and 35.52% or other people did not. These results show to give more concern in providing education and outreach about BI, so that the selection of startup candidates can be maximized and evenly distributed. As many as 93.05% of respondents agreed that efforts to change the research mindset towards an entrepreneurial mindset as a basis or initial step for product commercialization for Higher Education Startups need to be carried out and increased by Government. This also made 93.05% that changing the research mindset towards an entrepreneurial mindset as the basis or initial step for product commercialization for university startups needs to be done periodically every year. As many as 94.98% of respondents also agreed that so far the incubator has provided optimal service in assisting product commercialization to the academic community. This shows that almost all respondents agree that so far incubators have been considered optimal in carrying out their services in assisting product commercialization. In addition, it also shows that respondents are aware of the importance of the entrepreneurial spirit as a basis for the emergence of Higher Education incubations.

Based on the qualitative analysis of the interview data and a literature review, 5 key environmental and incubator-level dimensions emerged Environment for entrepreneurship, Incubator financial support model, Incubator service mix, including financial services, Government/university /industry involvement, and Role of Incubator networks to set the context the major Ethiopian incubation models are described, followed by analysis of key findings under each of the major dimensions identified from the interview data[6].

Table 3.1 qualitative benefits of BI from 8 cluster respondents

Cluster 1 & 2	Cluster 3 & 4	Cluster 5 & 6	Cluster 7 & 8
Economic Benefits Ideas Knowledge and Training Unlocking Their Potential to Establish Successful Businesses Assisting Machinery Mentoring and Training Relationship Skills Special Skills Exposure Customized Programs and Existing Business Acumen Programmes	Structured Approach Knowledge Exchange Platforms Knowledge Dissemination Expert training Well-rounded Capacity Building	Funding Opportunities Nurturing and Support Low Fees and Cost Mentoring Networks Space	Incubation Experimenting and Application Thinking and Analyzing Solution-driven Mixing Theory and Practice Create Employment and Investment Creative Marketing
FORMALISATION Diversity Accommodation for People with Disabilities RESOURCES FOREIGNERS	MOTIVATION PATIENCE MARKETS Create a Market Market their Products	DOCUMENTATION AND LEGALITIES Certification Paperwork Fees and taxes Fees	LOCATION AND RESOURCES Reduce Migration Assisting On-site Training On-site Decentralisation

3.1. Various Business Incubations Models

Business models are focused on maximizing customer value and as a result offer a promising way to gain an advantage over rivals in up until now hardware-centric company sectors[31].

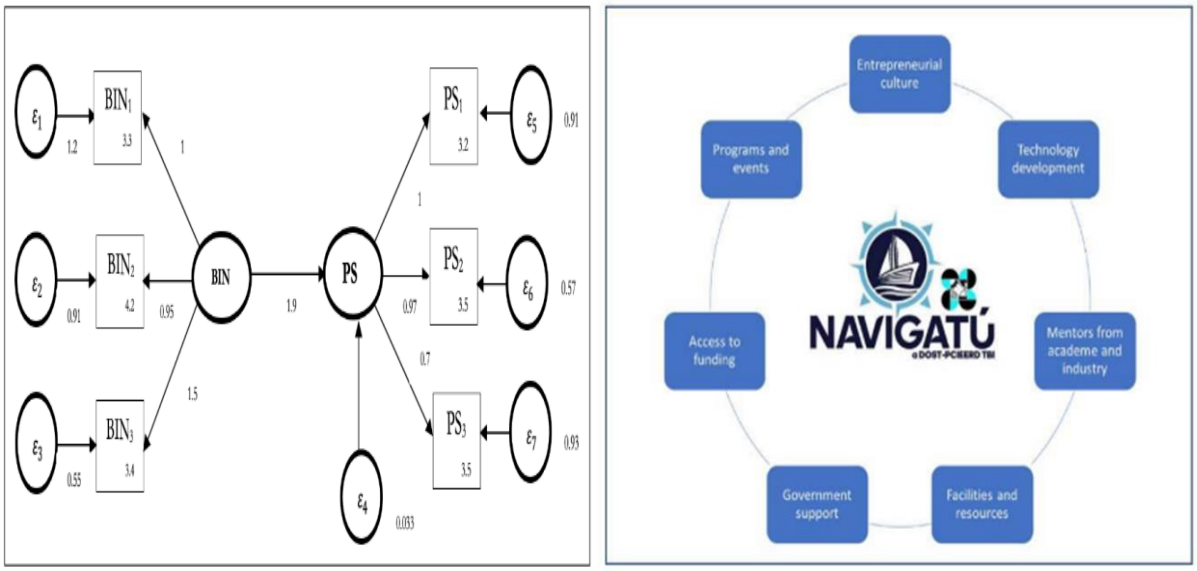
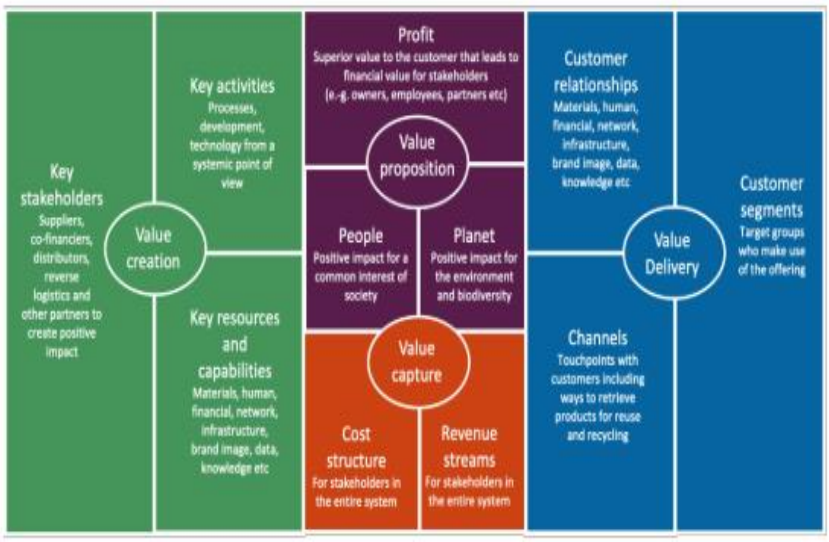


Figure 3.1 Models that Influence of Business Incubation on the performance of start-ups[8].

A business model essentially describes how a firm operates and provides a succinct explanation of how the business functions and remains successful. Three components make up a business model: the value proposition (the basic provision of a product or service); value generation and delivery (the use of resources, partnerships, activities, customer connections, segments, and channels); and value capture (the cost structure and income sources)[13]. Incubator managers ought to put more of an emphasis on helping startups in the technology sector expand their businesses. The results imply that the firm only perceives its reputation as having improved as a result of the incubator arrangement[36].

The TBI framework defined by Navigatu [25], the leadership team was set up by the university as the main implementers of the TBI programs and associated services. The percentage of entrepreneurs needs to be increased, and one method to do so is to integrate technology-enabled entrepreneurship, or technopreneurs, in a university setting, which is crucial for the development of creative and innovative talent [37].



Figures 3.2 sustainable business model canvas[13]

In particular, on new technology platforms, establishing influential mechanisms for fostering fresh ideas into actual businesses requires business incubation and business strategy to secure networks that ensure growth [8]. Combined business ethics such as (a) "corporate social responsibility, ethics/morality, sustainability, and "ESG" (environmental, social, and governance); (b) "business," "management," and "accounting" (to align the results with our field of study); and (c) "education, teaching and learning" [41].

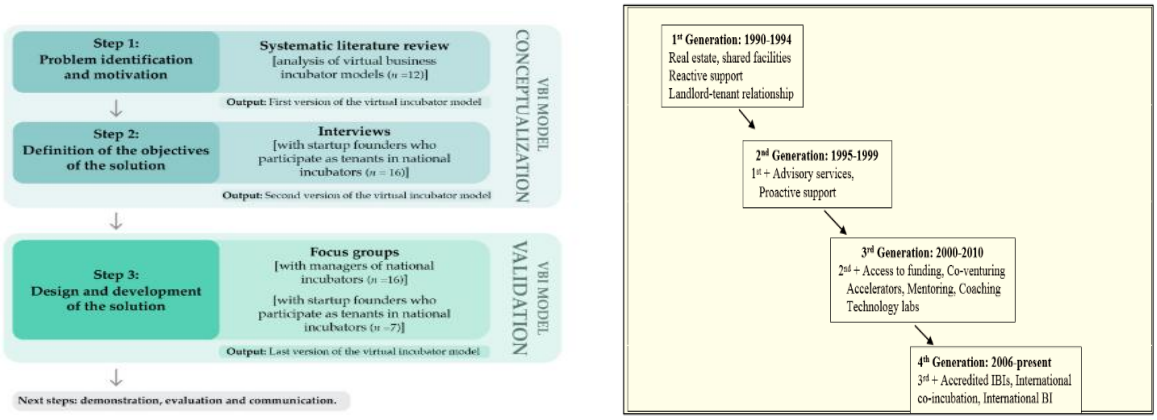


Figure 3.3 A)Schematic organization of the study phases and activities conducted by adopting a design science research methodology[17]. B)Generations of Business Incubator Development in Malaysia[1]

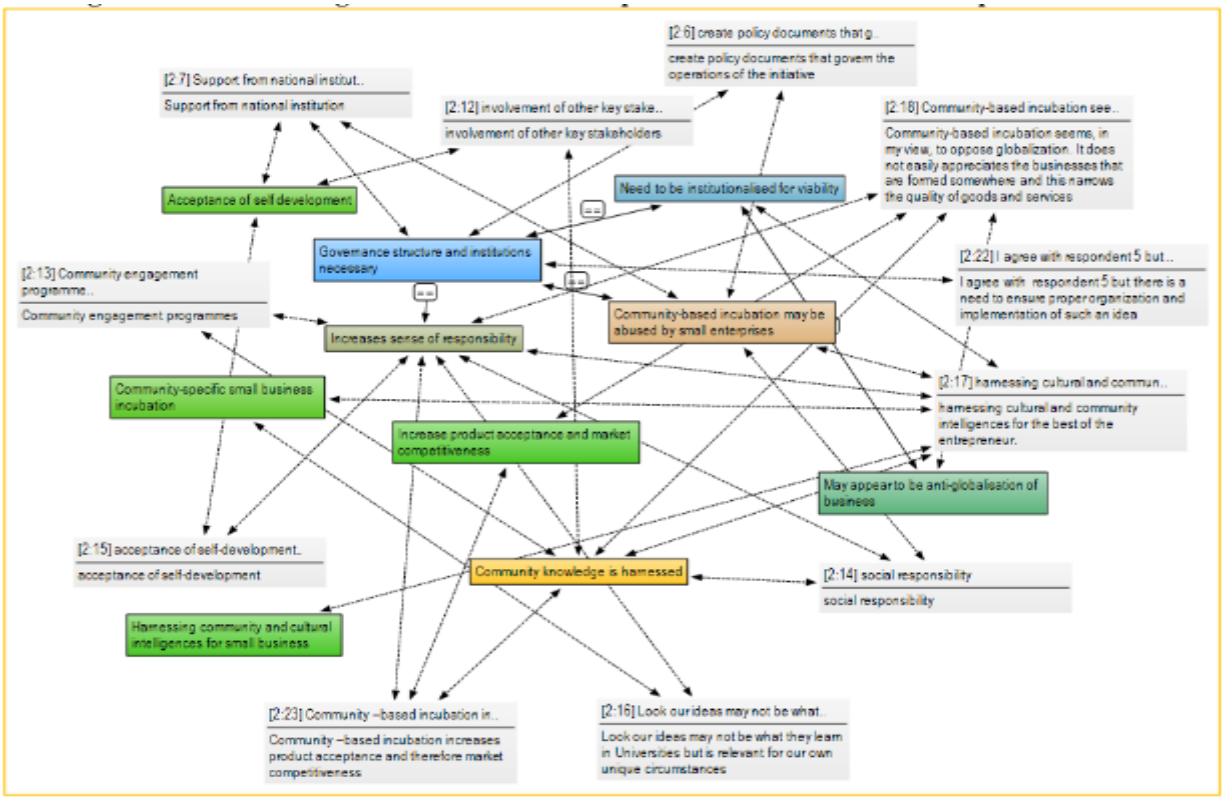


Figure 3.4 Network diagram of the codes and quotations extracted from responses[38].

The role of ICT BDS in Small and Medium Enterprises Source[39]: increase number of customers, quick performance of tasks, reducing operational, and placing order online. The main factors of TusPark's success and explores its approaches for encouraging future development under new domestic and international circumstances. TusPark was defined with three main functions - "transforming scientific and technological achievements, cultivating innovative talents and incubating startups."[40].

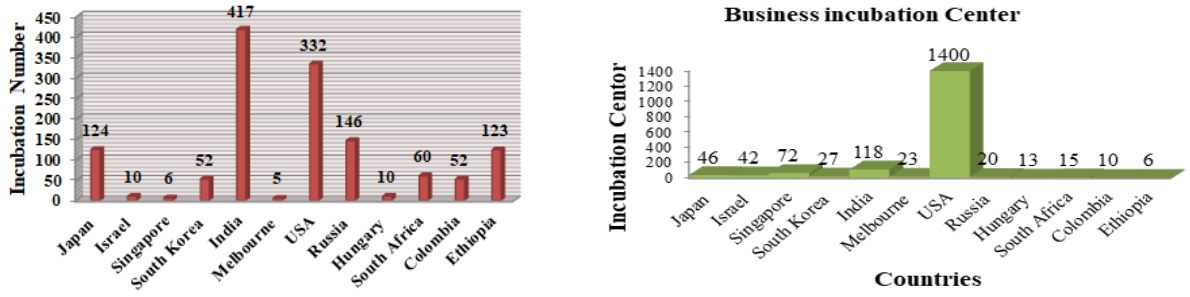
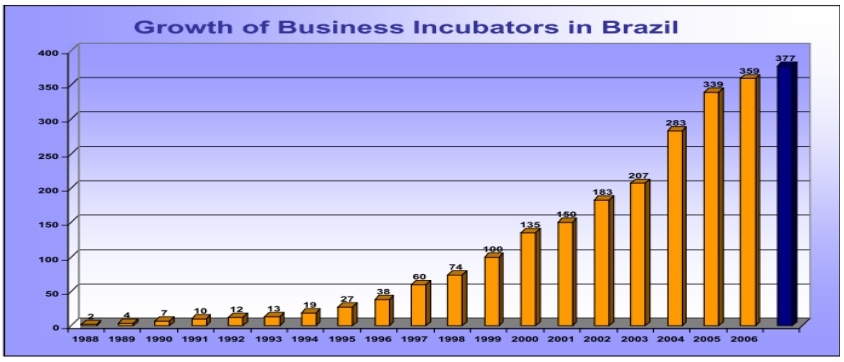


Figure 3.5a) Number of incubation center in different countries b)proposed number of incubation center for different countries: Ratio of business incubation center per 1 million populations.

According to Asoba & Mefi (2022) community-based small business incubation is important, there were indications that there is need for strong and properly governed institutions for the benefits to be realized. A start-up is a transient entity in the first step of its lifecycle or part of an already developed Organizational system. It comprises Start-Up Formation and Start-Up Success Factors. The critical activities of business incubation program are: Conduct an effective feasibility study, Select an appropriate facility, Select staffing, Work towards self-sustainability, Partner with other organizations, Nurture healthy board member relations,

Educate the community, Invest in professional development[41]. At the moment, business operations around the world are not running perfectly without any issues. Particularly in emerging nations like Ethiopia, people encountered numerous issues in their daily lives. Poor access to infrastructure, such as energy, transit options, and a proper market and market place, for instance, might impede development [43].



BIs have the potential to nurture and develop entrepreneurial talent at the micro level and establish an environment for entrepreneurship at the macro level by timely assisting and supporting new ventures. Brazil is currently one of the most successful incubation movements in Latin America, with around 400 incubators and a well-developed incubation environment, thanks to innovation and the adaption of incubator models to local demands. Brazil's incubation process is mostly bottom-up, with the university serving as a vital catalyst and facilitator [19].

Figure 3.6 BI growth in Brazil (Source: ANPROTEC Annual Report 2008)

With a population of 170 million, a thriving economy, and a per capita income of US $4,500, Brazil is the eighth-largest economy in the world[19]. Modern BI tends to focus more on high-tech and high-growth clients who are involved in the creation of biotechnology products, computer hardware, and software. While the different client business types span all industries, including high-tech applications, specialised fields, and organisations that offer both goods and services[1]. Building codes, zoning, location, traffic and parking, rentable space, security, are only a few of the milestone actions of the BI program from numerous studies. risks, material flow, insurance, and access to shared facilities air conditioning, ventilation, and heating Telecom, electrical, and floor loads, among other things. Job Creation, profitable enterprise, research commercialization, Export Revenues, entrepreneurship awareness, policy impact, Export Revenues are major objectives of BI. The content side refers to ‘questions regarding what is value/valuable, who values what, and where value resides’ while the process side refers to ‘how value is generated, and the role, if any, of management in this process’. Entrepreneurs from a discovery perspective, recognize and exploit opportunities and from a creation perspective, create them actively in interaction with other stakeholders Edelman and Yli Renko, (2010). With the former, perception and recognition of emerging opportunities would become important whereby value creation depends on correctly identifying the market needs. The failure to do so will mean that new value creation is considerably delayed, often being unrecoverable Danneels, 2007; Gruber et al., 2008, (2013). Moreover, the value arises when the right people, ideas and markets combine at the right time to take advantage of these opportunities Gilbert, (2014). With the latter, new venture creation is a process over which entrepreneurial opportunities are constructed by entrepre- neurs in interaction with other stakeholders that brings forth the temporal dynamics of dealing with a future that is unpredictable and uncertain Sarasvathy, 2001; Venka- taraman et al., (2012). As such, the entrepreneurial oppor- tunities although clear in retrospect are not apparent in prospect Dimov, (2011). The value creation in such cir- cumstances might then depend on the dynamic response of the entrepreneur to create a preferred future. Value creation depends on utilizing the temporality of the opportunity presented by the markets and can only be created successfully

from technological innovations by remaining at the cutting edge by addressing emerging market needs promptly West and Meyer, (1997). New ventures can achieve a competitive advantage from their innovations only if they are fast enough to take them to the market Bird and West, (1997) through an appropriate business model Teece, (2010). Such a business model might then be a temporal vision that encapsulates what is currently possible in anticipation of future value Nair et al., (2012); Zott et al., (2011). Moreover, the value created by one source will be appropriated by another, even if it's unintended, which Lepak et al. (2007) describe as 'value slippage'. This is important in an entrepreneurial setting, as the value capture occurs at different sources and not entirely at the level of the new venture. Value slippage is an incentive for external partners and stakeholders to be engaged in the new venture creation process. An assessment of value slippage enables incubators to find out 'who' benefits from the value being created and 'what' is deemed valuable for them. New venture value creation through business incubation, Understanding business incubation from value creation perspective is a recent phenomenon[42].

3.2. Trends in Ethiopia

Ethiopia Business Incubation addresses several bottlenecks in the incubation eco-system: it targets the lack of sustainable and technically sound business models of exciting incubators through regional benchmarking, best practice examples, new revenue models, standardized curricula, and professionalized.

Figure 3.7 BI and Innovation spaces of Ethiopia

Table 3.2 BI trends in Ethiopia

Strata	Types of incubator	Aiding agency	Sources
5	Academic , 5 universities, xHUB, Ice Addis	PUM	https://www.pum.nl
5	New Venture Creation	BHS	https://www.startupblink.com/accelerators/ethiopia
5	Agri-Business	Adelphi, EU	https://www.adelphi.de
5	youth start-ups	Seratera	https://www.seratera.com
5	agriculture, livestock, fisheries and forestry sectors	Bluemoon	https://www.bluemoonethiopia.com
4	funding, mentorship, office space and networking	Goggle for startups accelerator Africa, Tel aviv	https://www.opportunitiesforafricans.com/ahun-2022-high-growth-digital-startups-incubation-program-ethiopia/
5	climate mitigation and adaptation solutions	ECIC, EDC, BIC	http://www.enterprisingethiopia.com
34	Total		

The Business Incubator Center (PIB) also initiated a collaboration with the financial institution PT Permodalan Nasional Madani (PT PNM), in which the financial institution is engaged in developing ultra-micro businesses with the Mekar scheme and MSMEs with the ULAM scheme[26]. They play a vital role in the sustainable development of an economy to promote the entrepreneurial ecosystem and innovation[43].

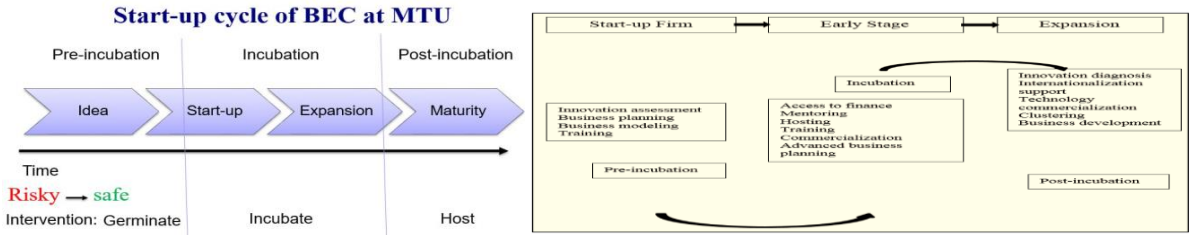


Figure 3.8 Different births to die graduate cycle (process) of business incubation

Figure 3.8 stages Recruiting prospective tenants, basic training to recruit prospective tenants, and finalizing technology ideas and ideas to be commercialized; making written contracts with tenants, training and skills development, guidance, consulting, mentoring, production processes, production trials, marketing, exhibitions, business meetings, and business administration; & completing incubation contracts, building networks with alumni tenants, monitoring and evaluating tenant business developments for at least 2years, and providing consultancy.

4. Conclusion and recommendation

All 43 reviewed literatures advocated that graduated businesses are effective in the competitive environment and graduated are business 87% reliability. Every jobs created by an incubator client generate another 50% direct jobs and 0.5 additional indirect jobs in the community, as a result half a million jobs were created since 1980. Few studies conclude that each Incubator tenants employ an average of 85 people less cost to run a business[34]. This study looked at 34 respondents' opinions on supporting marginalized strata s' potential entrepreneurs. The connections that exist between marginalized groups and well-established networks in the entrepreneurial ecosystem, such as incubation hubs, can be advantageous to them. And policy recommendation highly needed as per their responses.

If successful creative enterprises are to emerge, incubator managers and sponsors must develop a greater awareness of the incubation ecosystem, particularly with regard to incubators that focus on innovation[1]. This study, 78.04% of participants considered the activities in the BI programs were helpful and eager to use the information in their present or future firms.

Provide a policy reference for optimizing the holding mode of new academic, Research & Development institutions. A thriving entrepreneurial ecosystem has emerged, and it would be wise to understand the role of start-ups and provide support for them to thrive.

The problem facing start-ups has been that of survival beyond the first few years of their formation. Because of lack of awareness and would not graduate by incubation centers. The challenge facing small businesses is not that they lack ideas but that an enabling environment is needed in which start-ups can thrive.

The study recommends that the government at the national and county level ought to develop policies that will ensure the integration of training to young entrepreneurs by establishing functional business incubation centers. This move will enhance the transmission of ideas, information, or research to the market. Outputs from the Visiting Professor Program include: (1)workshop to create a strategy for CSU to implement based on the best practices; (2) consultation on best practices in integrating social impact in the TBI; (3) reviewed the TBI framework; (4) resources and incentives in the program; (4) conducted webinars with the representatives of the business sector; (6) establishment of the strategy on academe – industry

team teaching; (7) development of internationalization work plan to be incorporated in the TBI framework; and (8) development of the framework on partnering with other higher education.

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Factors affecting Women Entrepreneurs in Bangladesh: A Sociological Study

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ABSTRACT

The most significant players in Bangladesh's economy are entrepreneurs, yet little is understood about what drives them, how they form, and why they are successful. Studies on women are notably lacking. This study aims to identify the key impediments and variables affecting female business owners in Bangladesh. Studies found that insufficient capital, sales promotion, gender discrimination, illiteracy, a lack of technical help and training programs, a lack of managerial knowledge, are the main issues. Women still do not participate in traditional economic activities to a sufficient extent. The current study also noted that a variety of factors, including parenting responsibilities, access to a market and informational network, start-up capital, knowledge and skill sets, and financial flexibility, influence women's decisions to establish their own enterprises. The results shown from the previous studies found that while financial accessibility has a positive effect on women's entrepreneurial development, knowledge level has a constructive link with it. Making financial support available for knowledge creation is essential.

Keywords: Capital, Economic development, Entrepreneurs, Network, Sales promotion, Women

INTRODUCTION

Entrepreneurship is the ability to start a business to make a profit. It is a multidimensional concept that can be analyzed at different levels. In terms of economics, entrepreneurship involving land, labor, raw materials, and capital can be profitable. In general, an entrepreneur is a person who possesses the aptitude and motivation to launch, manage, and be successful in a startup enterprise, coupled with the risk necessary to do so (Hossainet al., 2021). The entrepreneurial vision is characterized by exploration and taking risks, and it is a crucial component of a country's ability to prevail in a world market that is always evolving and becoming more competitive. Small business owners can function as catalysts to break the cycle of poverty and create jobs in underdeveloped nations because of their low capital intensity and employment generation potential (Saleh, 1995). The United Nations Convention (CEDAW) (2003) explained that women's empowerment is gaining importance in international organizations. Furthermore, Bangladesh has undergone a dramatic transition since the 1980s. The nation, which experienced a protracted famine, is now self-sufficient in food, and in recent years, its economy has expanded by an average of 6% a year. Microcredit is no longer adequate to meet an entrepreneur's financial needs in Bangladesh as they move from micro to small- and medium-sized enterprises (SMEs) (Hossain et al., 2009). They consequently turn to bigger commercial bank loans. Due to their poor financial knowledge and societal norms that prohibit borrowing and lending, women may find it challenging to make this choice (Morshed and Haque, 2015). Small businesses frequently need to transition from the illicit to the legal economies in order to increase their output, lease new spaces, hire personnel, and negotiate export deals. Islam and Ahmed (2016) added that, during that process, regulation and governance difficulties are present, and women in particular experience bias.

This decision may be difficult for women due to their limited financial literacy and societal norms that restrict borrowing and lending (Chamani et al., 2017). Regulation and governance issues are present during that process, and women in particular face prejudice. Women's economic engagement is essential for long-term economic progress and the eradication of poverty, despite the fact that there are still barriers in the way, and the success of the SME sector is linked to economic performance (Aktaruddin, 1999). SMEs are seen as the driving forces behind economic expansion, promoting the creation of new jobs, innovations, and goods and services. Although women are less likely than men to seek a career, women's entrepreneurship is a critical issue for the world since it has the ability to increase gross domestic product (GDP) and create new jobs (Chowdhury, 2018). Due to the fact that it requires women to take on risks and responsibilities in business, administration, and society, women's entrepreneurship significantly boosts economic development. Furthermore, it entails taking on the risks and obligations associated with starting, purchasing, or inheriting a business (Hossain et al., 2021). Although gender bias and complicated social and administrative institutions are also among the factors affecting women’s entrepreneurship in Bangladesh, it nevertheless offers substantial opportunities for growth and socioeconomic advancement; a comparative study is necessary (Oridi et al., 2022).

Significance of Women Entrepreneurship

Entrepreneurship has a lot of importance for women, including;

- ✓ Employment Creation:
  - Entrepreneurship creates jobs and raises people's standards of living;
- ✓ Impact on Society and Community Development:
  - A vast and diverse labor force contributes to the growth of a society
- ✓ Raising Living Standards:
  - By generating more revenue, entrepreneurship contributes to raising a person's living standards (Smallbone & Welter, 2006).

Literature studies found on this topic is added, can provide a more understanding on the entrepreneurship among women.

Ramadani et al. (2015) explained that entrepreneurship plays a crucial role in the sustainability of global economies. According to Sowmya et al. (2010), Ramadani et al. (2015), and Mustapha and Subramaniam (2016), women entrepreneurs are still seen as an inconsequential factor in entrepreneurship (Rao et al., 2012). According to studies, Aktaruddin (1999) human characteristics, Aktaruddin (2000) socioeconomic status, Ahmed (2008) proficiency in financial management, and Saleh (1995) training are excellent instruments for entrepreneurship development in Bangladesh (Habibullah, 1987). Bullough and Abdelzaher (2013) and Halkias et al. (2016) discovered that women with low levels of education struggle to secure financing and create strong company concepts. Women business owners are typically perceived as less serious and have fewer financing options, according to Rao et al. (2012), which leads to insufficient product restocking and inventory. A number of studies (Jaya et al., 2011, Anwar and Rashid (2012), Themba and Josiah, 2015, and Nsengimana, 2017) have found that stereotypes, a psychological fear of failure, a lack of education and training, and a lack of personal assets are other difficulties that women entrepreneurs face. Furthermore, Amalu and Okafor (2010), Anwar and Rashid (2012), and Ali and Ali (2013) all noted that it is still challenging for female business owners to obtain funding to launch or manage a company. According to studies, women are prevented from taking on leadership responsibilities in their families by low self-esteem and a fear of failing brought on by engrained belief systems in historically male-dominated roles (Mandipaka, 2014; Athanne, 2011; Gichuki et al., 2014; Rao et al., 2012; Mwobobia, 2012). It is important to emphasize the role that entrepreneurship education plays in empowering female company owners as well. As shown in separate studies by Amalu and Okafor (2010) and Magesa et al. (2013), many women entrepreneurs lack technical skills and knowledge because they have few opportunities for vocational and technical education and training in entrepreneurship, a field that has always been thought to be for men.

In Bangladesh, female company entrepreneurs have a particularly difficult time juggling their commitments at home and at work. Ihugba and Njoku (2014), Behara and Niranjan (2012), Jamali (2009), and Bruin et al. (2016) claim that female entrepreneurs' attempts to manage work and family obligations, particularly in terms of time allocation, commonly jeopardize their success. Rao et al., Starcher, and other researchers found that only a small percentage of women can devote the majority of their time and energy to their businesses. Wendy's (2007)

study, which found that many women-owned firms regularly encounter major development challenges and potential barriers because of job restrictions, lends additional evidence to this. Women entrepreneurs in Bangladesh continue to face difficulties due to a lack of access to information and communication technology, which includes devices like laptops, the internet, video conferencing, and others (Ewere et al., 2015; Dutta and Bibao-Osorio, 2012). This technology is required to facilitate effective corporate communication with stakeholders and expedite commercial transactions. Due to a lack of access to and training in the use of these tools, female entrepreneurs have a tough time keeping up with fast changing business information, which affects the success of their business endeavors (Motilewa et al., 2015). The majority of women entrepreneurs find it challenging to properly market their goods and services since they have not received any training in entrepreneurship education (Kumari, 2012; Itani et al., 2022). On the other side, one other barrier to women's business success is a lack of family support. According to Maziku et al. (2014), family support is crucial for the commercial endeavors of women entrepreneurs, particularly in terms of the growth of their entrepreneurial tendencies. Studies have shown that having unsupportive family members can have a negative impact on one's self-esteem, desire, and drive to start and/or maintain a business venture (Itani et al., 2023). The fact that female entrepreneurs frequently have limited, or no, networks make this situation worse.

Entrepreneurship education may teach female business owners a variety of networking techniques to help them become more visible in the industry. A nation's legal and administrative systems can either support or obstruct women's entrepreneurship. This is supported by Singh and Belwal (2008) and Mansor and Mat (2010), who claimed that in the absence of government support in the form of a favorable legal and regulatory environment, female entrepreneurs may face considerable barriers. According to Bharthvajan (2014), Nawaz (2009), Sarker (2014), and Palit (2014), onerous legal and regulatory requirements for small businesses may be a barrier to the success of female entrepreneurs. According to the study, there is a significant correlation between knowledge level and the growth of women's entrepreneurship. (Mehta et al., 2022; Rudhumbu et al., 2020).

THE PRIMARY GOAL OF THIS STUDY

- To identify the key impediments and variables affecting female business owners in Bangladesh. An analytical research analysis was used based on both primary as well as secondary sources of data.

DISCUSSION

Lack of entrepreneurial skills is one of the most difficult barriers for respondents to start micro-businesses, which is one of the many challenges that women in Bangladesh encounter that are covered in this study. Financial issues, gender discrimination, management skills, a lack of information, access to business support, a lack of self-confidence, locating the right contacts for business ventures while juggling family and enterprise work, and concerns about societal acceptance are the remaining challenges that are listed. Similar to this, Bhuiyan and Rubab's 2007 empirical study in Bangladesh identified the following elements as obstacles to the

growth of women's business. Lack of awareness, an excessive amount of labor and responsibility, a poor credit orientation, high levels of stress, and managerial tasks were the identified difficult aspects (Bhuiyan and Rubab, 2007). A small percentage of business owners were forced to rely on their own financial resources since they were unable to obtain financing from banks or the government (Chamani et al., 2016). The number of minority business owners and their ability to get government assistance differ. According to Noorr et al. (2021), there are several factors that result in women having fewer opportunities to obtain credit than men. These factors include a lack of collateral, a refusal to use household assets as collateral, the small amounts of credit that women request that formal financial institutions cannot afford to provide, and the unfavorable perceptions of female borrowers. Aliyu et al., (2019). Accessibility to finance encourages organizational innovation, which helps an organization's sustainability over the long term. But it was discovered that innovation had a mediating effect (Mehta et al., 2022).

Leadership is essential for ongoing value generation and appropriation in a company, according to Gupta et al. (2004), and it must be able to sustain inventiveness and adaptability in hectic, unpredictable circumstances. The two key responsibilities of an entrepreneurial leader, according to Gupta et al. (2013), are developing and communicating a vision for growth results as well as influencing followers and other stakeholders to achieve this goal. In current leadership writing, these concepts frequently come up as topics. The core of modern leadership philosophy is the concept of contingency, which supports leadership tactics that are flexible to the situation, environment, task, and followers. A leader's vision and their followers' engagement are essential to creating value in the corporate environment. As a result, the aforementioned problems are hindering the growth of women's entrepreneurship. Putnam (2000) asserts that business owners can develop prospects for success by forming direct and indirect networks with their associates, engaged consumers, and contacts with other market participants or people through social capital links. The application of such information depends on how reliable its resources are, which is a key component of social capital (Djankov et al., 2016). The act of sharing information and providing knowledge to solve problems is known as knowledge transfer. Similar to knowledge management, knowledge transfer tries to organize, create, capture, or exchange knowledge and ensure future users may access it. Because interaction is essential to creativity, it can be utilized as a stand-in for learning ability. Knowledge and innovation transitions, it has been found, are challenging, especially when there are organizational barriers (Lyu et al., 2022).

CONCLUSION

Women are more likely than men to start businesses with tenacity and creativity. Successful female business owners have traits like entrepreneurship, higher education, significant family and governmental support, company experience, internal motivation, ICT innovation, access to resources, social acceptance, customer happiness, diversification, individual liberty, and security. Because of their creativity, willingness to take calculated risks, financial resources, personal qualities, and familial support, women are successful business owners. For women-owned SMEs to grow, financial institutions should offer lending options with innovative

financing. As a result, in order to ensure women's sustainable development through entrepreneurial activities, support for knowledge creation and external financing must change and be made available.

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Building Smart Cities: Technology, Education, and Inclusive Governance for Smart Communities

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ABSTRACT

Technology, by itself, is no guarantee of achieving a smart city and subsequently evolving into a smart community. Educating people, from preschool to higher education, for smart cities involves raising awareness, promoting digital literacy, and promoting active citizen participation.
It is important to finance not only innovation but also the social sphere to reduce differences, providing greater balance and cohesion between territories. Smart cities, and subsequently smart communities, must be inclusive, but smart is not necessarily sustainable.
An influential holistic view requires the collaboration of all stakeholders, including public institutions, the private sector, voluntary organizations, schools, and citizens. And that's where governance comes in, establishing rules and good practices that can and should be followed to obtain a better result worldwide.

Keywords: Education, Technology, Smart cities, Inclusive, Governance, Smart Communities.

INTRODUCTION – EXPLORING PHENOMENA: UNVEILING INSIGHTS THROUGH QUANTITATIVE RESEARCH AND BIBLIOGRAPHIC SEARCH

In the realm of social sciences, researchers are driven by a curiosity to uncover the truths behind various phenomena that shape our world. Field (2009) emphasizes this pursuit, highlighting the inherent interest in discovering and understanding the existence of these phenomena. To achieve this, scientific research often relies on quantitative methodologies, as described by Stake (2010), which involve the analysis of linear attributes, measurements, and statistical tools to derive meaningful insights. In the quest for answers to our research questions, one valuable avenue lies in the utilization of bibliographic research platforms. These platforms serve as repositories of knowledge, housing a wealth of scholarly resources that provide valuable insights and evidence. However, navigating these platforms can be a challenge, particularly when it comes to formulating effective search strategies. The choice of keywords and search terms plays a crucial role in retrieving relevant and comprehensive literature on the desired topic (Shokri, Khany, & Aliakbari, 2022). In this article, we aim to explore the connection between quantitative research methods and bibliographic search techniques in the social sciences. By leveraging quantitative approaches, we strive to unravel meaningful patterns and relationships within the data, employing statistical analysis to gain deeper insights. Additionally, we delve into the art of conducting effective bibliographic searches, focusing on the selection of appropriate keywords and search terms to optimize the retrieval of relevant literature. By combining the power of quantitative research methods and effective bibliographic search strategies, researchers can enhance their ability to uncover valuable knowledge, contribute to existing scholarship, and make informed decisions based on evidence. This article serves as a guide for researchers navigating the vast landscape of social science research.

1. CHAPTER – BIBLIOGRAPHIC RESEARCH PLATFORMS: ADVANCED SEARCH

In the digital age, researchers have access to an unprecedented amount of scholarly information through bibliographic research platforms. These platforms provide a vast array of resources that can be instrumental in expanding knowledge and enriching research endeavors. However, effectively harnessing the power of these platforms requires proficiency in advanced search techniques. This chapter aims to explore the intricacies of advanced searching within bibliographic research platforms.

1.1 B-ON

Access to reliable and up-to-date scientific literature is crucial for researchers and scholars in their pursuit of knowledge and advancement in their respective fields. The b-on platform serves as a valuable resource, providing unlimited and permanent access to a vast collection of scientific journals and online ebooks. Through national-level subscriptions, b-on offers researchers and higher education institutions in Portugal the opportunity to explore a wealth of scholarly content from renowned content providers.

1.2 Ebscohost

In the digital age, surveys have become an essential tool for researchers, organizations, and institutions to gather valuable data and insights. Ebscohost, an intuitive online survey platform, has gained popularity among thousands of institutions and millions of users worldwide.

1.3 Portal Discover

The increasing volume and diversity of scientific information available today necessitate efficient research tools that can streamline the process of information retrieval. The Portal Discover is one such tool, designed to facilitate simultaneous research across multiple scholarly resources, including those subscribed to by the University of Minho as well as selected open-access resources.

2. CHAPTER – MEASURİNG RESULTS OF ADVANCED SEARCH OPTİONS ON B-ON, EBSCOHOST AND PORTAL DISCOVER

Measuring the results of advanced search options on b-ON, Ebscohost, and Portal Discover is essential for evaluating the effectiveness and impact of these research platforms. By assessing the effectiveness of search filters, researchers can gain valuable insights into the performance of these platforms and identify areas for improvement. This evaluation process contributes to the enhancement of these platforms, ensuring researchers have access to high-quality and relevant scientific information for their research endeavors.

2.1 b-ON

The results obtained are systematized in Table 1 and duplications were excluded from the results.

Table-1: Advanced search options results

Number of search results	+ 600 documents
Time interval	2008 to 2023
Language - n.º results	English -13 Spanish - 3
Geography - n.º results	Europe - 110 Asia - 49 North America - 10 South America - 8 Africa - 10 Oceania - 2
Types of fonts	Academic journals - 593 Conference materials - 3

Keywords most cited in abstracts	smart cities (+100) tecnhology (+80) governance (+50) inclusion (+30) smart communities (+10)

Source: Made by author

2.2 Ebscohost

The results obtained are systematized in Table 2 and duplications were excluded from the results.

Table-2: Advanced search options results

Number of search results	46 documents
Time interval	2008 to 2023
Language - n.º results	English - 46
Geography - n.º results	Asia - 8 Europe - 3 North America - 2
Types of fonts	Academic journals - 25 Reports - 3 Patents - 2 eBooks - 1 Magazines - 1 Conference materials - 1
Keywords most cited in abstracts	smart cities (+20) governance (3) inclusion (2)

Source: Made by author

2.3 Portal Discover

The results obtained are systematized in Table 3 and duplications were excluded from the results.

Table-3: Advanced search options results

Number of search results	16 documents
Time interval	2008 to 2023
Language - n.º results	English - 18
Geography - n.º results	Europe - 11 North America - 3 South America - 1
Types of fonts	Academic journals - 14 eBooks - 2 Conference materials - 2
Keywords most cited in abstracts	smart cities (10) tecnhology (4) inclusion (1) governance (1) smart communities (1)

Source: Made by author

CONCLUSION - CAPITAL LETTERS, BOLD AND DO NOT HAVE CHAPTER NUMBER

In this simple article, the guidelines of the manual for writers of research papers, theses, and dissertation (Turabian, 2018) were followed as a base reference for the structure of the text.

The author utilized a limited number of bibliographic research portals based on predefined keywords within the research area. The analysis revealed that "smart cities" emerged as the most frequent keyword in the summaries of various resource types. The research focused on a 15-year time interval and primarily considered resources in the English language. Among the available resource types, academic articles were the most abundant. Furthermore, it was observed that European institutions were the primary contributors to academic articles within the chosen research scope. These findings shed light on the availability and distribution of scholarly resources related to smart cities, emphasizing the importance of European institutions in generating academic knowledge in this field.

Based on the results obtained, the author of this study suggests the continuation of the literature review in order to further explore the identified trends and patterns.By extending the literature review, researchers can delve deeper into the existing knowledge and identify gaps or areas that require further investigation in the field of smart cities.

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People's Republic of China's Digital Yuan (e-CNY)

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ABSTRACT

The People's Bank of China (PBC) has been developing a central bank digital currency (CBDC), specifically the digital yuan or the e-CNY. The digital yuan has a link to the legacy yuan in value terms but could act for retail digital transactions in a centralized payment system. The Chinese digital yuan has been designed to increase greater domestic state control and to gain a strategic global position of influence. Beijing carries a strong belief that a digital currency will play a critical role in the future of geopolitical competition, and its creation of the e-CNY is a crucial step to getting ahead in that field. Through this paper, I will delve into the likely-made contributions of the digital yuan to financial inclusion and financial stability in the PRC. Furthermore, focusing on the potential impact of it on global trade, including oil trade. This paper includes the following:

- A brief analysis of the contribution of the PBC's digital yuan to financial stability, taking into account the possible after-effects of the introduction of the digital yuan on the assets and liabilities of commercial banks and on private borrowing behavior, as well as the possible impacts on non-bank firms.
- An analysis of the contribution of the PBC's digital yuan to financial inclusion, taking into consideration the expected value contributions of the digital yuan to retail users beyond what they obtain from the current system.
- A potential briefing of its impact on global trade, focusing on the globalization of financial technology, effect on other established currencies and cross-border trade.

Extending the potential impact of PBC's digital yuan at a global level in reference to oil trade in particular alongside "de-dollarisation".

Keywords: Banking System, De-Dollarisation, Digital Yuan, Globalization

INTRODUCTION

The People's Bank of China (PBC) has made pioneering progress nationally toward the successful implementation of the world's first digital currency: the e-CNY (digital yuan). Many authors on this subject tend to believe that digital currencies will have revolutionary effects on financial systems around the world. However, the effects are surely not confined to financial systems, it goes beyond saying that it has a huge potential in the global economy leading to a rise of China in this particular sector which poses a challenge to other established currencies and economies within the domain of Fintech, with a substantial effect on trade.

While contextualizing the financial landscape of the PRC, the Ant Group–Tencent duopoly in mobile payments and digital finance as elaborated in a report by the Asian Development Bank Institute must be included since the inclusion of bank firms and non-bank firms play an important role. As we shall see, these two companies have and will continue to play a critical role in the development of the e-CNY. Besides their importance to the e-CNY, both companies are continuing to make substantial progress toward the goal of expanding financial inclusion in the PRC.

One of the key reasons behind developing e-CNY is to improve efficiency within its domestic financial system. At the domestic level, digital currency is showing itself to do this through the development of unique and easy payment methods. This includes methods such as barcode payments, tap-and-go transactions through a digital wallet, the ability to pay offline, and facial recognition.

Importantly, the digital yuan is not the same thing as other forms of digital currency payable in China. It is not like WeChat Pay or Alipay. Rather, the e-CNY is an actual legal tender that is not tied to one particular platform. It can be transferred across several electronic wallets but as of now, it cannot bear interest. The Chinese yuan did not appear out of nowhere. It's the outcome of a six-year adventure that started when the People's Bank of China announced to the world in 2014 that it was researching digital currency. It's also prevalently appearing in the context of large-scale change in global financial markets. Central banks around the world are paying close attention to the development of central currencies, with over 80% of the world's central banks engaged in CBDC research reportedly and 40% of them already working on induction-level or pilot-level programs.

The e-CNY, with the capability of being traced and tracked, has bestowed an impact on money laundering and financial crimes. Its financial inclusion has also been deliberated upon in this paper. Now, recently there has been an idea over several reports by researchers that the PRC is going to include the e-CNY in the global trading domain, extending its use to trade oil. In this particular scenario, there has been news coming in from the Middle East as well and therefore, it finds its inclusion in this paper respectively but briefly.

LITERATURE REVIEW

Discussion of the e-CNY till now has essentially included a brief history of the project's development. Following this, the design of the e-CNY using a modified taxonomy that Di Lucido (2020) developed, has also been deliberated upon by the Asian Development Bank to prove certain impacts of the e-CNY upon few groups in PRC and also mentioned the groups which get excluded from this status-quo. We will be discussing the same in this paper because, without those demographic representations, it is difficult to understand the impact of the implementation of e-CNY in the PRC, without which we cannot predict its effects on the global platform. The establishment of an understanding of the 'future implementation of the e-CNY', which now has been done, and discussions regarding its potential effects on financial and monetary frameworks, financial oversight and crime prevention, RMB internationalization, and financial inclusion have also been deliberated upon till now. This paper will discuss all the mentioned aspects with respect to e-CNY internationalization.

Many authors, on this topic, believe that the design of the e-CNY is intended to have a minimal impact on the structural conditions of monetary and financial frameworks. Few reports have also stated that minimal or marginal changes can be expected with respect to the elimination of paper currency printing costs, offering new monetary policy tools such as an expirable or restricted stimulus, etc. Furthermore, risks regarding cybersecurity and the expansion of a particular duopoly have also been mentioned by previous authors, however, this paper will only borrow deliberations provided on the duopoly to effectively predict the fate of the duopoly in the international platform.

Lastly, RMB internationalization is an important aspect that is included in this paper as well. Till now, authors have provided data on it regarding its definition, usage, and its viability as an international currency. The ADB suggests that the most substantial impact of the e-CNY may be on financial oversight and crime prevention. It is because the e-CNY, being the PBC's own digital currency, comes with the capability of being traced, monitored, blocked, or reversed. This essentially gives the government almost unprecedented control to access all transactions completed using the e-CNY. This paper will focus on this aspect with respect to the international context, as the domestic results have already been researched. However, it is important to highlight the positive impact of this provision in the domestic domain. Therefore, this paper will cover it, and try to elaborate on at least one or two positive impacts with respect to international context as well.

A few articles also tend to cover some of its post-implementation effects in the global trading domain. However, those articles have a certain research gap that we intend to fill. That gap is related to the political aspect. To understand the political aspect, we will use a very recent example and deliberate on the oil trade because it is related to it. Distinct nations coming together and taking progressive steps oriented by globalization certainly implies an impact on the Chinese digital currency which we believe, is set to go international.

PURPOSE AND OBJECTIVES

- **Purpose –** The purpose of this paper is to present an idea of the currently called "Utopic scenario" within the domain of financial technology as a corresponding reality that is currently en route along with an understanding of the criticisms it faced and the challenges it may pose.

- **Objectives:**
  - **a)** To attempt an analytical analysis with brief data interpretation of the financial landscape of PRC and the financial inclusion of the e-CNY, extending to its contributions as much as possible, in the domestic as well as international domain.
  - **b)** To understand the possible scenario of internationalizing the digital currency along with its effects on the global trade platform.
  - **c)** To focus particularly on the shift of current dominant currencies in the realm of oil trade to the digitized currency of PRC, focusing on RMB internationalization and its fulfillment alternatives through the CBDC.

1. FINANCIAL LANDSCAPE IN PRC.

1.1 Digital Payments:

According to Asian Development Bank's report, UnionPay is the largest and most famous traditional payment system in PRC. Functioning similarly to the famous and globally accepted Western payment processors, such as Visa or Mastercard, UnionPay formulates business protocols, including technical standards for inter-bank bank card transactions.

Despite PRC's reliable payment system within UnionPay, third-party mobile payment platforms continue to play an integral role, such as WeChat or AliPay, particularly in PRC. According to data from the People's Bank of China, the amount of money that changed hands in the PRC via mobile payments grew from RMB 11.7 trillion($1.9 trillion) in 2013 to a staggering RMB 347.1 trillion ($51.8 trillion) in 2019 (Center for Strategic & International Studies).

So Alipay and WeChat having a stronghold in the financial landscape of the PRC pose certain financial risks to the economy. Essentially, if there are large outflows from bank deposits to either of the third-party platforms, it could strain commercial banks' liquidity, resulting in credit shortages. Additionally, there have been contentions regarding the fact that being the PBC's own digital currency will have the same amount of extended access to its transactions and payments as in the above-mentioned financial platforms, giving the PBC unprecedented power to monitor, trace, block, or reverse any payment done through e-CNY and will therefore, centralize the clearing mechanisms of the PBC.

This will provide a backstop, reducing the autonomy of the two third-party companies, and hopefully, also increasing financial stability, as the PBC will be backlogging any disruptions to these two companies' infrastructure resulting in compromised transactions.

1.2 Digital Finance:

The access to financial products and services such as consumer credit, small-to-medium-sized loans, and investment, services through digital platforms is referred

to as Digital Finance in this section. In this domain, Ant Group and Tencent reportedly hold a dominant position in PRC's digital finance sector.

The widespread use of Alipay and WeChat as mentioned earlier, along with their ongoing expansion into financial services, makes both the firms relevant to the goal of expanding financial inclusion in the PRC. However, there have been signs of both firms' dominance in the digital payment space which raises concerns that they may use their market power to raise transaction costs (Reported by Bank for International Settlements 2021).

If both firms also expand their dominance into financial services, there have been tensions that they could raise credit and investment fees as well which is likely not to be confined to these third-party platforms. Rather they are likely to extend to the PBC's own digital currency soon and therefore, affecting digital finance i.e. the access to financial products and services in which the dominant position is held by Ant Group and Tencent.

Hence, these groups are essential parts that hold stark contributions in the formulation and expansion or development of the e-CNY, firstly at the domestic level as it has been happening currently and then secondly, proceeding into the international domain.

With the importance of these companies in developing the PBC's digital currency at the domestic level, there comes a chance of these companies dominating the global platform of digital payments if the digital currency is set to be accepted internationally, paving the way for PRC's rise in the financial technology sector which will adversely affect the established models. If we nuance it to the very question of power relations, then it is safe to say that PRC will have a dominant position, given the above-mentioned circumstances take place accordingly and practically.

2. FINANCIAL INCLUSION IN PRC.

2.1 Contributions:

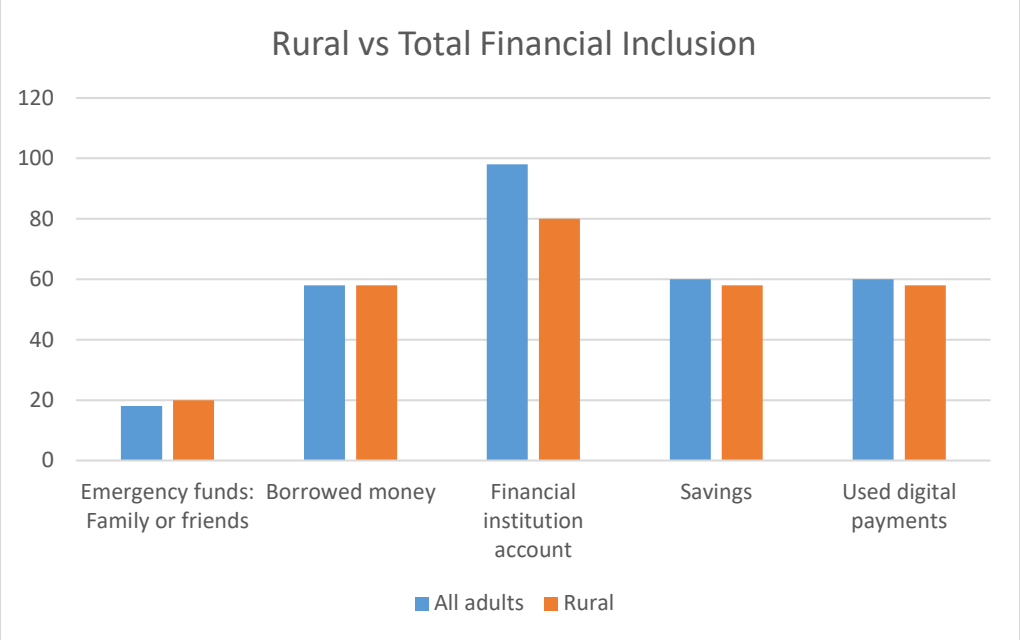
The World Bank Institute defined financial inclusion as "individuals and businesses having access to useful and affordable financial products and services that meet their needs – transactions, savings, payments, credit, and insurance – delivered responsibly and sustainably," in the PRC. However, there are a few groups that are excluded from access to these. These groups have been respectively highlighted in a report from Asian Development Bank. A few of them are as follows:-

- Rural Communities
- The Uneducated
- The Unemployed
- Age Group
- Gender Disparity

Rural communities have comparatively less access to financial services in the PRC. There have been analytical interpretations suggesting that most of the people belonging to these communities did not have access because financial institutions were too far away from their place of habitat, this problem even though may seem like a small one, affected the rural communities at large.

However, it is important to note that being unbanked or isolated from financial institutions and amenities does not necessarily correlate to a lack of ownership of an

electronic device or gadget i.e. mobile phones and computers or other amenities such as a stable internet connection. Then again, globally, only 25% of unbanked individuals are reported of having access to both mobile phones and a stable internet connection – both of which are necessary to access Chinese digital payment platforms now. All these sums up to a certain extent that having a digital currency won't necessarily fill such gaps as this system is neither without loopholes. The solution to this loophole certainly is retrospective concerning the fact that people having access to digital platforms can use the e-CNY while others cannot. The infrastructural development in such areas will certainly lead to better circumstances in the future. At that time, the e-CNY will have an even more stable platform, covering the rural areas of the PRC as well.



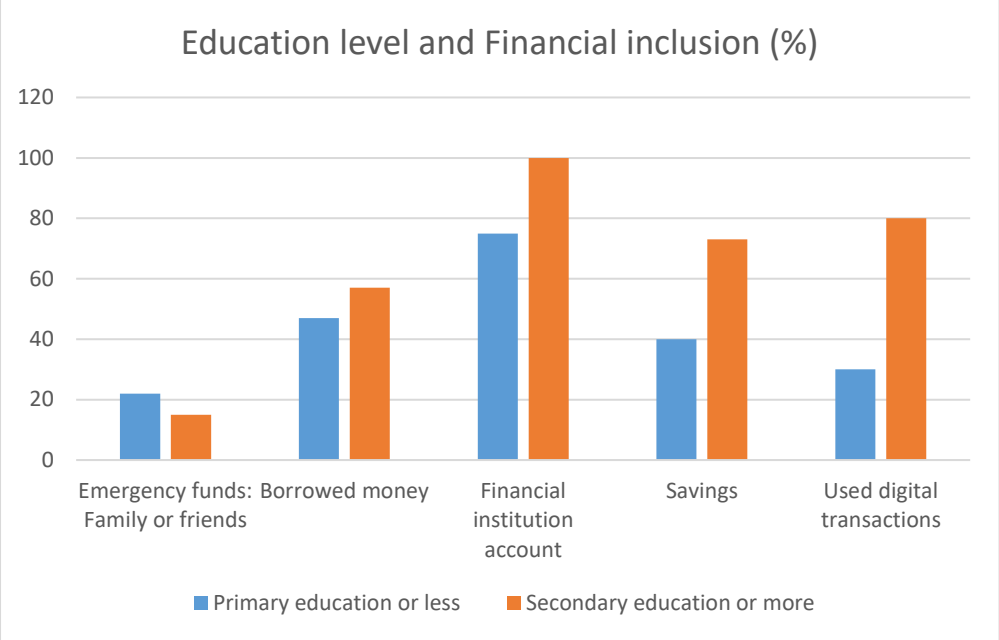
Source: Data from the World Bank 2017 Global Findex Survey.

As per the data provided by World Bank Findex, individual educational status is one of the greatest driving factors when it comes to financial inclusion metrics. These metrics are in correspondence to financial technology and its usage. For example, 65% of respondents with a secondary education or higher educational qualifications reported using a mobile phone or the Internet in order to access an account compared with just 24% of those with a primary education or less than that – a huge difference of 41%.

Such disparities have concerning implications. For example, data collected by the ADB suggests that 69% of educated respondents reported saving money in the past year compared with 40% of the less educated, and 77% of educated respondents said that they could come up with emergency funds compared with only 45% of those with less education.

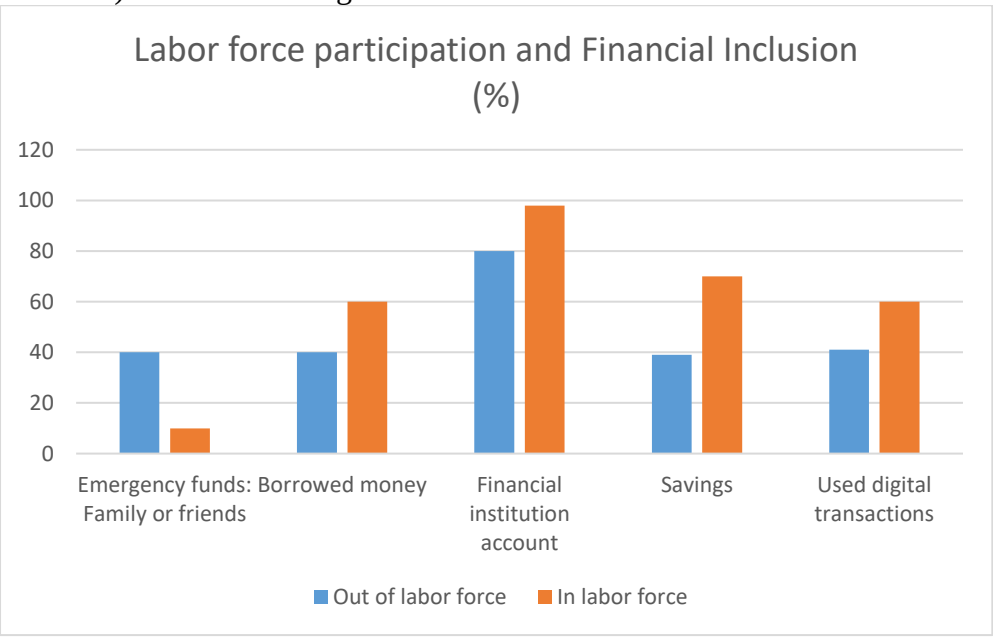
Therefore, pooper people in this scenario (the ones in debt) continue to have lesser access to financial products and wealthy people usually tend to progress in terms of usage regarding financial products as they make more digital transactions. The poorer people have reportedly turned to family or friends in case of emergency funds. This initially suggests that the poorest 40% of PRC citizens are likely to be

credit constrained and would make use of financial services, such as consumer credit or small- to medium-sized loans if they were more accessible.



Source: Data collected from the World Bank 2017 Global Findex Survey.

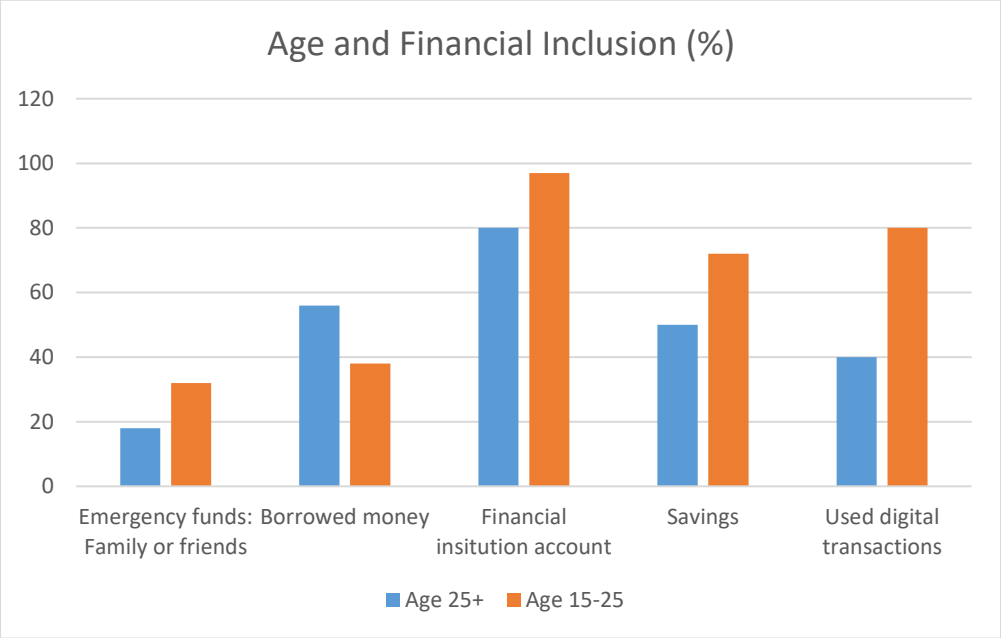
Another parameter is the distinction in terms of financial inclusion between the labor force and wealthy people. Education, wealth, and labor force participation disparities are very likely to be complimentary factors in the financial inclusion of PRC, which all relate to the most evident reason for individuals not having an account at a financial institution – 60% of respondents (of a survey conducted by the ADB) stated not having an account.



Source: Data collected from the World Bank 2017 Global Findex Survey.

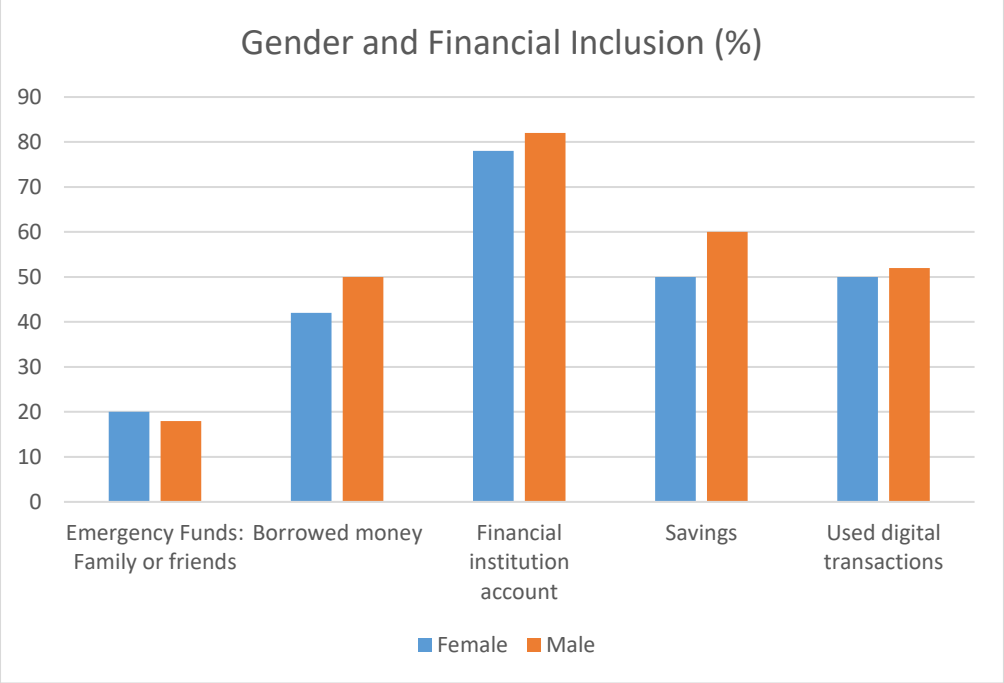
Another driving factor is the age group availing the financial technology services. Demographic data represents the younger age group likely having more usage of

fintech services as compared to the older age group. Surprisingly, 87% of people belonging to the age group of 15-25 had more accounts in financial institutions than 799% of people who are 25+. Therefore, the fintech usage will be centered around the younger age group quite evidently. There are other potential factors as well, such as the demographic findings of the age group being more tech-savvy, having used digital transactions, etc. All of these result in the formation of data represented in the following graph.



Source: Data collected from World Bank 2017 Global Fındex Survey.

Finally, PRC has a gender gap in terms of ownership of an account at a financial institution. 84% of men reportedly had an account at a financial institution while only 76% of women did. Men were also 5% more likely to have borrowed money or be in debt and 10% more likely to have saved money as well, in the past year. Women, on the other hand, were 5% more likely to state that they would not be able to come up with emergency funds. This essentially puts an impact on fintech services as well. If men are most likely to have accounts then evidently men are most likely to avail fintech services as well. Women not being able to come up with emergency funds do not directly indicate that they would be dependent on men for the funds, but to some extent, it can be said so just for a counterfactual to produce a demographic analysis.



Source: Data collected from the World Bank 2017 Global Findex Survey.

As we can see, a lack of financial inclusion is a problem in the PRC, disproportionately affecting some sections of the population more than others. Rural communities are imperatively lacking in terms of financial inclusion. The unequal access to the Internet and mobile technologies that rural communities face significantly limits the adoption of fintech services in expanding financial inclusion for them. However, in an overall analysis, it is likely to expand financial inclusion given the fact that these are not in the majority community of the population of the PRC.

2.2 Implications of Financial Inclusion:

In 2018, Deputy Governor Chen Yulu spoke at the 'Conference on Innovative Development of Digital Financial Inclusion', where an announcement was made which focused on inclusive growth, poverty alleviation, and development of the country and efforts have been made to establish a model of 'One Platform Four Systems' in pursuit of three goals, i.e. every village will have access to digital financial inclusion services, every household will have access to financial inclusion loans, and every individual will have access to digital financial inclusion services (People's Bank of China 2018).

The e-CNY is very likely to increase and improve financial inclusion by accelerating the development of digital payments and financing, which would further increase financial accessibility for anyone with a smart gadget and stable internet access. However, if we refer to the previous demographics, we find that 86% of the population in the PRC already uses mobile payment services. Therefore, after the shift to e-CNY, the propensity for improvement cannot be calculated as of now since it requires prolonged usage and review. Given the circumstances, it is pretty evident that PRC's rural population is in dire need of improvement concerning financial

inclusion. Much of its population does not even have a bank account, as per reports produced by the Asian Development Bank.

However, the PBC claimed that "An e-CNY system will make financial services more accessible, providing money for a large population in various scenarios. Those without bank accounts can enjoy basic financial services provided via e-CNY wallet, and foreign residents temporarily traveling in the PRC can open an e-CNY wallet to meet daily payment needs without opening a domestic bank account" (People's Bank of China 2021), it is quite clear that the overall financial inclusion scenario in PRC is set to expand. Another important plus point per se is, the e-CNY is not bound to be linked to a bank account, which implies that transactions made through digital platforms such as WeChat and Alipay will no longer need a connection to a traditional bank. However, it is worth noting that, decoupling the e-CNY from traditional bank accounts does have a potential financial risk of draining capital from traditional banks and further consolidating the Ant Group-Tencent duopoly. The e-CNY has increased financial inclusion by allowing the PBC to cut out any sort of intermediary channels and issue subsidies directly to citizens. This provides PBC with more real-time economic data, which allows it to target poverty alleviation programs and government loan issuance more precisely and effectively.

After summing up all such after-effects and after reviewing a couple of surveys conducted by the PBC and ADB, it is safe to say that in terms of expanding financial inclusion within the PRC, the e-CNY has been successful, even though there remains a certain financial instability risk, the benefits have been comparatively more than the harms respectively.

3. GLOBALIZATION

3.1 Impact on Global Trade:

At the end of the day, the development of the e-CNY is backed by some political motives. The Chinese Digital Yuan has been designed to gain greater domestic state control which we can derive from the financial stability and the financial inclusion chapter, focusing within the borders of the PRC. However, it is evident that it also has a strategic position of global influence.

The e-CNY with the capability of offering data of the citizens to the government gives Beijing a wonderful real-time idea of what their citizens are spending on, and as the economy happens more through CBDC, this control keeps increasing. At this stage, it is very unlikely to stay confined to PRC. As it hits the global economy, it favors several political aspirations of the PRC as well, thereby, dominating the political economy from 2023 onwards.

3.2 Globalization of Financial Technology:

Currently, with the rise of 'Fintech' and the digitalization of everything, in the era of cryptocurrencies, new payment methods, and more, the development of a nation-backed digital currency sets a precedent that may unleash a new wave of financial technology. In China, there is a push to digitize everything – health sectors, markets, industrial sectors, manufacturing, etc. With the digital currency and its exposure at the global level, China can facilitate this 'push' globally, compelling all the countries (Western or Non-Western) to catch up in this domain.

With the exposure of e-CNY on the international platform, it may enable financial institutions to settle payments through this digital currency across the world, rather

than clearing through traditional systems such as SWIFT (Society for Worldwide Interbank Financial Telecommunications).

3.3 Impact on Other Currencies:

The growing prominence of e-CNY could pose challenges to other currencies in the global fintech platform, particularly to those countries which have close economic ties with PRC. As the e-CNY gains traction, it could potentially reduce the demand for other currencies in bilateral trade settlements which could further lead to a re-configuration of currency preferences and exchange rate dynamics.
It also is likely to have an impact on the U.S Dollar, as the e-CNY will make international payments easier and cheaper, particularly to those emerging markets that are held back due to the costly access of dollar-based payments. This will bring us to the next domain where PRC will gain traction, the influence it will have over global trade, backed by the mentioned benefits, countering the benefits that were provided by established currencies, paving the way for a major shift in the global platform, thereby, digitizing the currency.

3.4 Enhanced Trade and Cross-Border Trade:

The widespread acceptance of e-CNY due to its easier access and cheaper transaction rates can lead to further simplification of international transactions, predominantly used for trade purposes, paving the way for international businesses to engage in trade with PRC itself. The e-CNY has the potential for seamless integration with digital platforms which may lower barriers to trade and allow greater entry, thereby, promoting Chinese businesses, particularly for Small-Medium Sized Enterprises (SMEs) that face challenges with respect to currency conversion.
Furthermore, the digital Yuan is a great opportunity for PRC's digital infrastructure to create seamless cross-border trade operations. Having a CBDC could change the way China's ports and logistics operations work by allowing contactless digital export and import transactions, including customs processing. There is no doubt that the e-CNY in this sphere, is providing for a very important aspect which has always been the core motivation of any digital currency – reduced time and costs associated with cross-border trade and any other trading activity per se.

3.5 Regulatory and Geopolitical Implications:

The successful implementation of the e-CNY in the global platform, particularly bagging the domain for trade and enhancing PRC's own economy at first, will very likely prompt other countries to develop their own digital currency or payment systems to maintain financial sovereignty.
There can be speculations regarding other issues as well since it is a digital currency controlled by a single country. Such issues include concerns regarding data privacy, surveillance, and potential implications for stability in the global financial platform. This will likely prompt discussions and regulations at the international level.

4. IMPACT ON OIL TRADE

Recently, Saudi Arabia became a dialogue partner of the Shanghai Cooperation Organization (SCO) which was established in 2001 as an economic, political, and defense alliance; it is the world's largest regional organization. Although Saudi Arabia is not yet a part of the BRICS, the country has reportedly expressed interest in joining. There has been a meeting between the President of the Russian Federation and the Crown Prince of Saudi Arabia at the beginning of 2023 itself, where discussions regarding potential collaboration between Saudi Arabia and BRICS have reportedly taken place. Saudi Arabia becoming a member of China-dominated SCO and BRICS would certainly accelerate bilateral trading being conducted in Yuan, which is already a vision of the PRC's RMB Internationalization plan.

Meanwhile, Saudi Arabia has been reportedly actively negotiating with PRC for oil sales to PRC in Yuan. Even though this discussion has been going on for more than 6 years now, this year it has intensified. Therefore, a growing number of countries are already shifting away from their reliance on the U.S. dollar.

As part of PRC's bid to internationalize the Renminbi (RMB), several countries beyond Russia – Including Saudi Arabi, Bangladesh, India, Argentina, Brazil, Pakistan, Iraq, and Bolivia – have recently either traded in Yuan or at least expressed their willingness to do so in the future. However, cross-border transactions done through the RMB is still fractionally lower in comparison to the U.S. dollar or Euro.

Now with the new advancements and benefits offered by the e-CNY in the international domain, it is quite likely that it will not negatively affect PRC's RMB internationalization, but rather add fuel to it. Since there is a potential for all such international trade to be denominated by e-CNY, due to its design, it will help successfully achieve PRC's RMB internationalization goals. It is so because the main aim is to consolidate the global market. This goal will be fulfilled either way with the RMB or the e-CNY.

Furthermore, the possibility of Saudi Arabia joining the BRICS already has an impact on the dominant U.S. dollar. A shift in this structure will affect the oil trade market is due to the fact that Saudi Arabia is one of the largest dealers of oil, which is predominantly traded in dollars.

Now the recent developments regarding Saudi Arabia partnering up with BRICS will evidently lead to a dichotomy. If this particular trade takes place through e-CNY, that will boost the economy of the BRICS, causing heavy inflation in the United States of America.

Other than these economic factors, a matter of consolidation also plays an integral part. Currently, the U.S. currency's dominance in this sector brings about the fact that the other nations conducting trade or business activities through it are heavily dependent on the U.S. dollar. This dependence will not end but shift towards PRC, giving PRC a place or platform of power in international trade, including oil and natural resources.

Trading oil using the e-CNY will have its own plethora of incentivization such as changes in price for regions that faced hardships due to the conversion rate of the U.S dollar, a place of power for the members of BRICS in the domain of oil trade, factors relating to the countries belonging to the group will continue to affect the international market, mainly factors in PRC as the digital currency will single-handedly belong to the PBC, etc.

Regarding the setting up of regulations surrounding such respective trading activities, it is safe to say that this will be done by a collaborative and cooperative initiative taken up by the members of the BRICS and Saudi Arabia when it comes to oil. This has to be abided by all the nations engaging in trade activities with the BRICS. For further monitoring and assessments, there are international organizations such as the United Nations and the World Trade Organization.

METHODOLOGY

This research paper explains the motives behind the implementation of e-CNY and further explains its contributions to the People's Republic of China's financial stability and financial inclusion. This also includes digital payment platforms which essentially play an important role in expanding the usage of the digital currency, along with its effects.
Except for such domestic circumstances, this paper also puts emphasis on the globalization of the e-CNY and its implications on global trade, international businesses, and transactions. Thereby, explaining its potential of being used for oil trade, with a brief emphasis on RMB internationalization and impacts on other established currencies in the global economy, particularly the U.S. dollar.
The qualitative method has been dominantly used throughout the paper, however, to explain the limitations and possibilities regarding financial inclusion in PRC, a quantitative method has been used, taking reference from several surveys done by the World Bank. We find that if we divide financial inclusion according to a few communities in PRC, we can highlight the challenges of the e-CNY in expanding the PRC's financial inclusion.
Furthermore, I used references from the Asian Development Bank to collect data such as the motive behind the implementation of the CBDC, its goals, and its design. I also used reports produced by the Bank of International Settlements, to effectively understand the economic disparities that the e-CNY might cause at the global level, which I predicted. Therefore, this paper also deliberates upon the sovereignty-related contentions that may arise after the internationalization of the e-CNY, as predicted by this paper.
After conducting secondary research on this recent topic, I found out that the digitization of the Yuan, bearing certain characteristics of being monitored and tracked, gives Beijing full control over its domestic market. However, it is important to note that in the global platform, certain rules and regulations must be adhered to, and therefore, has a lesser impact in this particular area.
Lastly, in the development process and in expanding the usage of the e-CNY, certain third-party payment platforms play an integral role. This has also been deliberated upon with a special emphasis on WeChat and Alipay. It extends to the benefits received from the Ant group-Tencent duopoly, which is a two-way multi-faceted approach. However, this paper begins with the digital payment systems available in PRC, extends to financial stability (explains the reduction of financial crimes such as money laundering), and to financial inclusion, thereby, explaining the impact on global trade, ending at its potential impact on oil trade (explaining Saudi Arabia's potential collaboration with BRICS and effect on U.S dollar leading to inflation).

FINDINGS AND DISCUSSION

This paper has been written based on reviewing reports, official news articles, journals, and research papers. The state-released information on the digital currency of China has been imperative for this paper.
We find that the Digital Yuan (e-CNY) has characteristical similarities with cryptocurrencies. All transactions using the e-CNY, are liable to be traced, monitored, blocked, and reversed. Furthermore, financial inclusion in PRC can be expanded using the e-CNY. However, with a few groups being excluded from the status quo, a few challenges and outcomes can be assessed. This gives birth to the first hypothesis:

i) The e-CNY can be accessed through mobile devices, even without a traditional bank account. This accessibility allows individuals who are unbanked or underbanked to

participate in the formal financial system, opening up avenues for savings, payments, and other financial services.

Due to the implementation goals of the e-CNY, improvements in many areas of the PRC have been assured by the government. Rural development is crucial as we observed that rural communities are the most deprived with respect to financial inclusion. Developmental initiatives have been launched to incorporate the digital Yuan among more communities in PRC. This proves our second hypothesis:

ii) To promote financial inclusion through the e-CNY, the Chinese government has launched pilot programs and initiatives encouraging the adoption of the Digital Yuan in underserved areas, providing incentives and support to individuals and businesses.

Furthermore, we find out that the Digital Yuan will eventually get internationalized. However, it is crucial to note that the successful adoption of the Digital Yuan in international trade would require a multi-faceted approach and widespread acceptance by trading partners, the establishment of supportive regulatory frameworks, and cooperation with existing financial systems. It has certain effects on the global market, which gives us our third hypothesis:

iii) Traditional cross-border transactions usually involve various intermediary actors, such as correspondent banks, which can lead to higher transaction costs. By using the e-CNY, transactions could potentially bypass some intermediaries, achieving cost-efficient methods for businesses involved in international trade.

Lastly, the political aspect gives birth to our last hypothesis regarding the usage of e-CNY for the oil trade. The hypothesis stands as:

iv) Introducing the Digital Yuan and encouraging its adoption in oil trade would act as a strategy favoring the PRC to challenge the dominance of the U.S. dollar and further gain economic power as other nations would be dependent on the Digital Yuan for international transactions involving businesses, trade, settlements, etc.

CONCLUSION

Transactions using the currency totaled just 100 billion yuan ($14.5 billion) by the end of last August, equivalent to an average of 3.6 billion yuan per month since the trial started, according to the most recent data released by the People's Bank of China.

To understand the possibilities that the e-CNY might inflict on the global platform, we have to understand its design. Firstly, the e-CNY adopts a two-tier intermediated system through which the People's Bank of China (PBC) issues the digital currency to commercial banks and other institutions, which then provides circulation and retail management services. Secondly, the PBC retains the authority to monitor, block or reverse transactions, such actions usually require explicit approval. This gives us the hint that the e-CNY is anonymous in small-value transactions and traceable in high-value transactions. Lastly, the e-CNY is stored in digital wallets. It is worth noting that, different digital wallets have different characteristics and features. The usage of e-CNY will have to be subject to such disparities.

As stated previously, the implications of the e-CNY will vary from community to community within PRC. We find that financial inclusion in China plays an important role in predicting the success of e-CNY in the long run. Also, financial inclusion is the least in rural areas due to several factors, the inception point being a small number of people having an account at a financial institution which will parallelly have an effect on the usage of e-CNY as they are less likely to make digital payments given the fact that they would turn to family and friends for emergency funds and not to financial institutions due to previous debts perhaps. Furthermore,

the lack of stable internet connectivity also decreases the chances of e-CNY being used on a large scale in rural areas. However, given the population index of the PRC with respect to its financial state, overall the usage of e-CNY will increase.

When talking about the possible effects of the globalization of the e-CNY, one important fact that is worth noting is that, if the e-CNY dominates the global trade platform, it will somehow affect the financial sovereignty of other nations. They would be dependent on PRC for financing global trade at large. Fluctuations are an unavoidable fact that we have experienced in response to major cryptocurrencies as well. Since the e-CNY is the PBC's own digital currency and revolves around several internal factors including third-party digital payment platforms, any kind of fluctuation in PRC's domestic domain will affect the global platform imminently. By adhering to such circumstances, other nations would feel as if their own sovereignty is affected since they are directly or indirectly dependent on PRC for their trading activities (International monetary transactions made for trade/business purposes, settling of payments, etc.).

Lastly, focusing on the global political economy with respect to the oil trade, it is quite imperative to understand the global political affiliations, aims, and ideologies of the member nations of BRICS in order to have an understanding of the possibilities of using the RMB first and then the e-CNY instead of U.S dollar for oil trade. Speculations regarding this issue are imminent given the circumstances, however, it is unavoidable that Saudi Arabia joining the BRICS gives PRC a strategic position in further expanding its e-CNY program, in accordance with the principles of its RMB internationalization project.

However, it has been reported by the Asian Development Bank that the e-CNY will have little to no financial and monetary impact on RMB internationalization. But at the same time, it is important to note that the CBDC might be forwarded instead of the RMB, backed by the potential success in the global trading platform – beginning from payment settlements to conducting cross-border business activities and ending at oil trade.

Finally, it is reported that the e-CNY could expand financial inclusion by providing the PBC with the ability to issue subsidies directly and by offering more extensive economic data, which could help to target poverty alleviation programs better. However, providing universal internet access remains the best way to expand financial inclusion retrospectively to other measures.

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A Study on Performance Management as a Strategic Employees and Management Perspectives

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ABSTRACT

Background: Hospitality is the act of kindness in welcoming and looking after the basic needs of customers. The hospitality industry is a broad group of businesses that provide services to customers. Hospitality is actually one facet of the service industry. It primarily involves addressing customer satisfaction and catering the needs of guests. Significance: Hotels that practiced Performance Management according to the employees and management perspectives understand the system and are achieving expected outcomes whilst other hotels could not effectively manage the system because of their level of understanding in its implementation.
Method: This study used conventional statistical methods were used to determine if observed differences were statistically significant. And with this research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data to identify, encourage, measure, evaluate, improve, and reward. The study involves all the formal and informal measures adopted by the hotel to increase individual and team effectiveness. Management and employees should be enabled continuously to develop knowledge, skill and capabilities employee performance at work.
Results: The results show effective performance management systems boost ongoing communication between the individual and leadership teams. It allows for trusted sources of conversation to be established, therefore giving employees an opportunity to express concern, discuss obstacles and brainstorm ways to improve.
Conclusion: The review indicates that none of the studies has systematically examined the variables of Performance Management based on the prior literature in the field concerned. Similarly, the design of the research model is developed to evaluate how Performance Management influences employee commitment is based entirely on the random selection of variables including the moderator (i.e. company type), with no theoretical underpinning.

Keywords: Performance, Management, Consideration, Communication, Conversation, Underpinning

INTRODUCTION

The provided report revolves around Pullman-Novotel Aerocity New Delhi and of a detailed studyon how Performance Management is used as a strategy according to the employees and management perspectives. The two hotels with a combined inventory of 670 rooms were inaugurated by the Union Minister of Civil Aviation, Ashok Gajapathi Raju. Both the hotels have been developed under a strategic partnership between Inter Globe Enterprises Ltd, APHV India Investco Pte Ltd and Accor Hotels. Both the hotels represent the finest amalgamation of legendaryIndian and French hospitality and culture.

Performance Management is gaining momentum as a strategic Human Resource Management tool that facilitates the performance of employees, teams, departments to achieve their strategic goals. Theaim of the study is to examine the extent to which Performance Management is practiced in hotels through the review of relevant literature.

The study indicates that hotels that practiced Performance Management according to the employees and management perspectives understand the system and are achieving expected outcomes whilst other hotels could not effectively manage the system because of their level of understanding in its implementation. It is identified that Pullman-Novotel Aerocity New Delhi is practicing Performance Management using the same process (goal setting, feedback, performance assessment etc.) and had similar challenges. The variations are the implementation strategies, the cultural diversity andpractical delivery of the system.

Hospitality is the act of kindness in welcoming and looking after the basic needs of customers. The hospitality industry is a broad group of businesses that provide services to customers. Hospitality is actually one facet of the service industry. It primarily involves addressing customer satisfaction and catering the needs of guests. This can be addressed by dealing with issues such as lodging, amenitiesand travel arrangements. Guinness World Records officially recognised Japan's Nishiyama Onsen Keiunkan, founded in 705, as the oldest hotel in the world. During the Middle Ages, various religious orders at monasteries and abbeys would offer accommodation for travellers on the road.

Luxury hotel statistics shows there are over 4,400 4 and 5-star hotels around the world. The leading group in the world is the Wyndham Hotel Group with over 9157 properties. Followed by Choice Hotels International which have over 7,045 and Marriot International with 7,003.As per the Federation of Hotel & Restaurant Associations of India (FHRAI), in FY21 the Indian hotel industry has taken a hit of >Rs. 1.30 lakh crore (US$ 17.81 billion) in revenue due to impact of the COVID- 19 pandemic.

Scope of the Study:

The main aim of the study is to identify, encourage, measure, evaluate, improve, and reward. The study involves all the formal and informal measures adopted by the hotel to increase individual and team effectiveness. Management and employees should be enabled continuously to develop knowledge, skill and capabilities employee performance at work.

The scope of the study covers the following parts:

Job performance:

Considers meeting goals and developing mutually decided standards.

Working relationships:

This aspect focusses on maintaining professional relationships with co-workers, subordinates, and managers.

Need of the Study:

Human Resource is the real resource for any organization. All other resources in the

organization areutilized by human resource and so fullest utilization of all resources depends on employee performance of the organization. Today the globalization of the world economy and several other factors are again generating changes in how organizations organize, manage and use their Human Resource. Technology is also changing the nature of work. Knowledge-intensive techniques, industrial automation, reengineering with optimum utilization of resources sets the current working environment. To add to this the personal life of the individual employees also affect hisprofessional work, aims & ambitions and decisions. Hence managing employee's performance continuously is becoming critical to the policies and planning of the top management.

Performance management has attracted the attention of all organizations as the information providedby PMS can be utilized for taking various important HR decisions related to Human Resource Planning, Recruitment and selection, Training and Development, compensation Management, careerplanning, talent management, performance based pay etc.

LITERATURE REVIEW

Helm et al. (2007) says that PMS is important tool to improve an organization's performance; it facilitates the organization to achieve its goals and objective. It can develop a performance-orientedculture within the organization. It helps the individual employee to have the clarity about what exactly is expected from him as there will be proper performance planning of each employee. PMS can also identify talented individuals for promotion and it also establishes linkage between pay and performance. It means various important HR decisions can be accurately taken with the help of PMS.

Bhattacharjee and Sengupta (2011) emphasized in their study that employees are the most crucial and valuable assets of an organization. If an organization wants to gain competitive advantages, it is very important to bridge the gap between the actual competence of human resource working in the organization and the desired competence expected from them. It is with the help of well- established Performance management system the organization can bridge this gap between actual performance and expected performance.

Sunil Kumar Pradhan and Dr. Suman Kalyan Chaudhury (2012), This study found that the main objective of performance management system is to align the individual and organizational goals insuch a way that to give best possible platform to the employees to perform with 100% efficiency which will lead to organizational development, employee satisfaction and increased employee retention.

OBJECTIVES OF STUDY

- To understand clear role definitions, expectations and goals
- To understand the employees towards achievement of superior standards of work performance.
- To Learn That How to Boost productivity through improved performance.

RESEARCH METHODOLOGY

A sample of hospitality professionals was randomly selected at Pullman and novotel . These professionals were the employees of the hotel. In January 2023, an e-mail that included a link tothe performance Management Survey was filled by 10 employees, yielding a response rate of 100%. The survey was fielded for a period of three weeks, and weekly reminders were sent

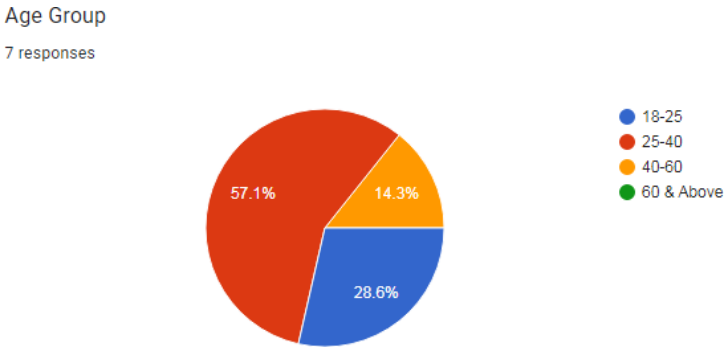
tosample members in an effort to increase the response rate.

Analysis: Throughout this report, analyses by respondents organization staff size, the existenceof performance management initiatives, organization sector and HR department staff size are presented and discussed, when applicable.

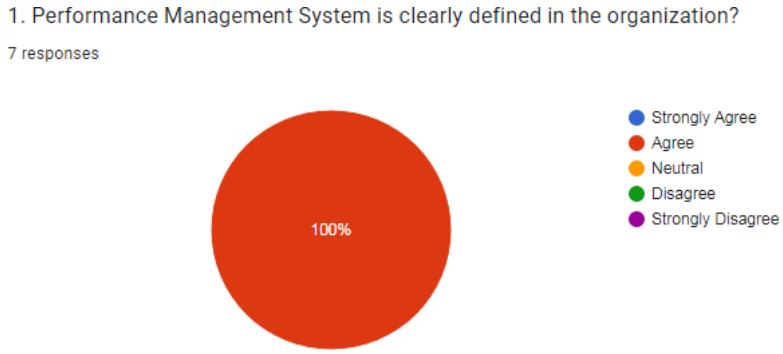
Differences: Conventional statistical methods were used to determine if observed differences were statistically significant.

Generalization of results: As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration whenmaking decisions based on these data.

TABULATION AND DATA ANALYSIS

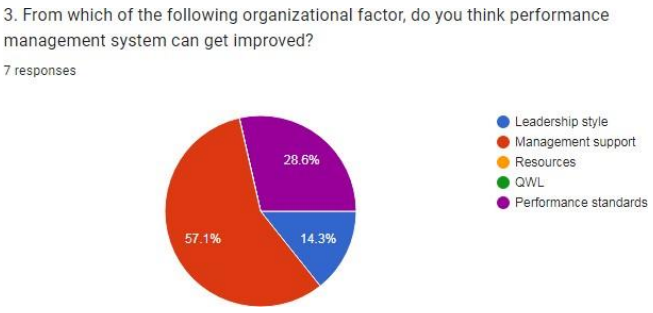


Mostly the response came from 25-40 age group which is 57.1% followed by the age group 18-25 which isapprox 28.6%.

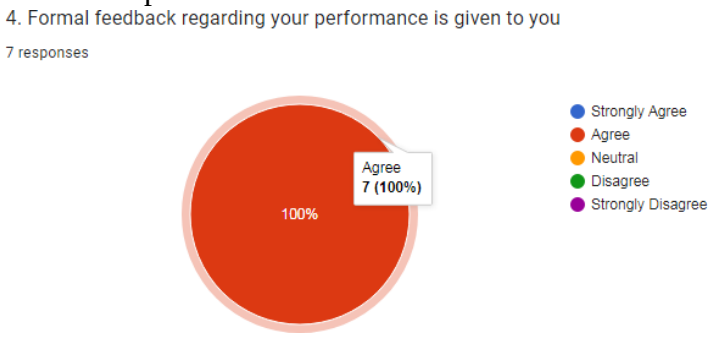


100 % respondents agreed that the performance management system is clearly defined in the organization .

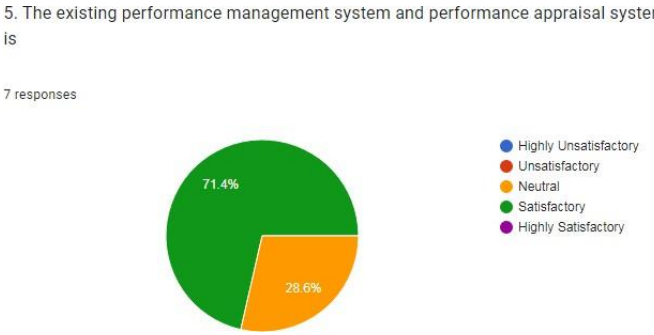
42% response believe that the performance management system can be as in thr skills of the person in theproperty.



57.1% response believe that through the management support the performance management system can beimproved .

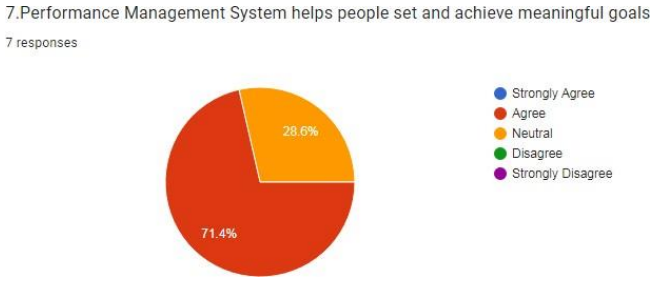


100%respondents agrees that their formal feedback is given in their organization .

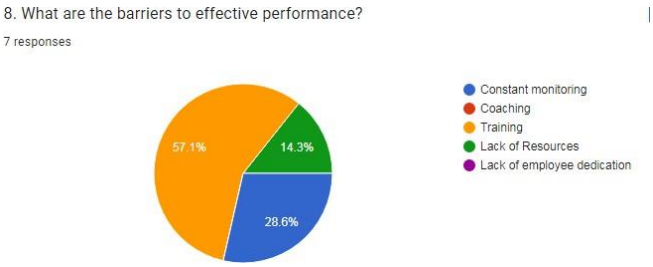


71.4% employees says that their performance management system and performance appraisal system issatisfactory and 28.6% says it is neutral

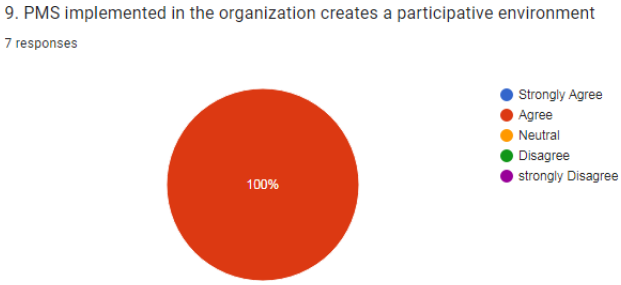
100% respondents says that their company has a great future and they would recommend the work cultureand workplace to the family and friends .



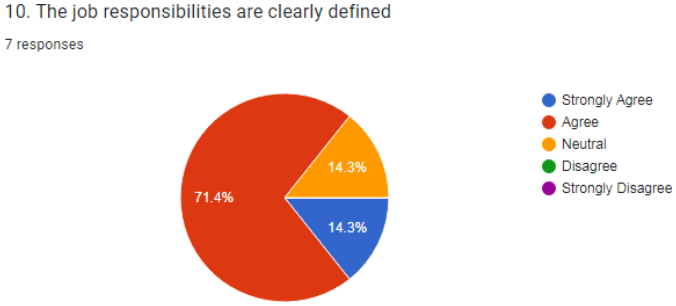
71.4 % respondents says that their performance management system helps to achieve meaningful goalsfollowed by 28.6% who says that it is neutral they could not comment any of the thoughts



57.1 % respondents says that training is an barrier to effective performance followed by the 14.3% who says lack of resources and 28.6% says that barriers are through constant monitoring

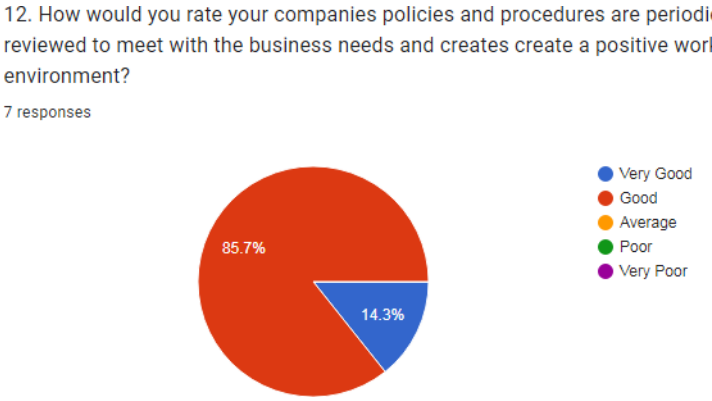


100% respondents agrees that PMS implemented in their organization creates an participative environment .

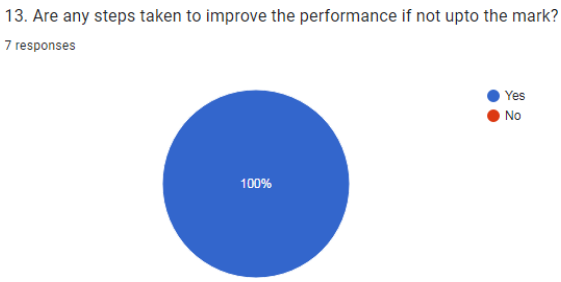


71.4 % people agrees that their job responsibilities are clearly defined whereas 14.3% have an neutralapproach towards it and the mix of 14.3% strongly agrees to the given statement

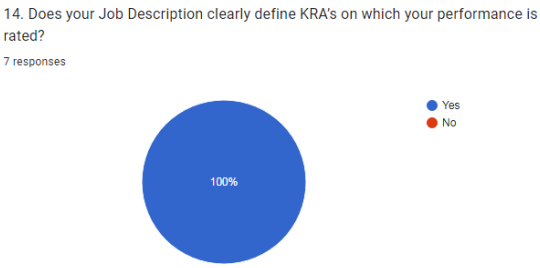
85.7 % respondents agrees that their performance and their achievements are rewarded in time followed bythe 14.3% strongly agree .



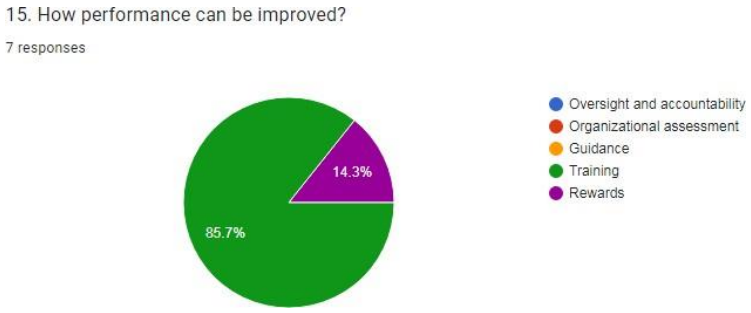
85.7% respondents says that their company policies are good in terms of business needs and positive workenvironment .followed by 14.3% says its very good



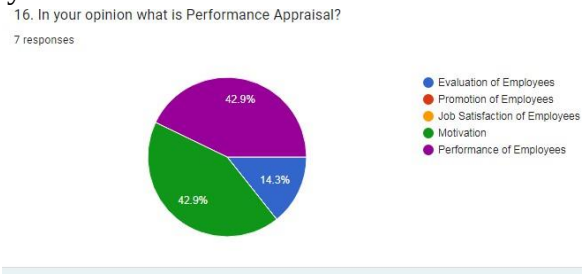
100% respondents agrees that steps are taken to improve performance management by the organization



`100 % people agreed that that their job description clearly define KRA on which performance is rated.

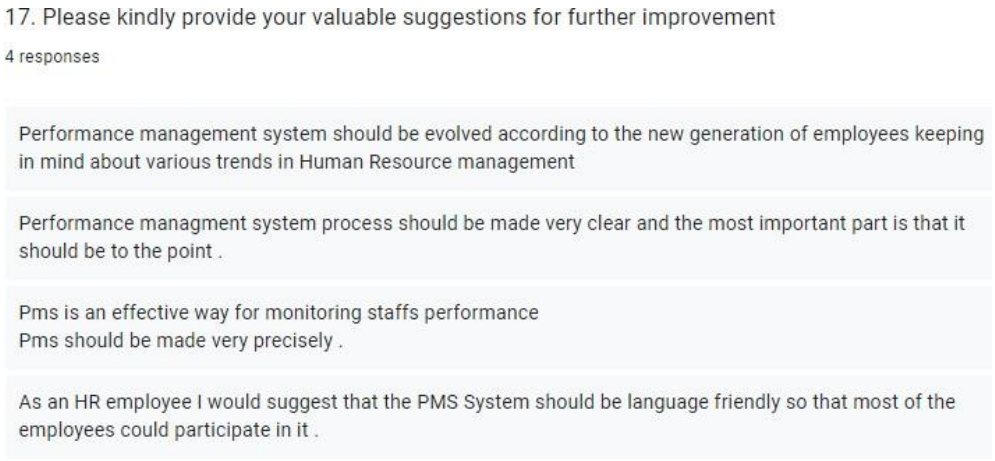


85.7% respondents says that the performance can be improve with the training factor and 14.3% says by thereward systems

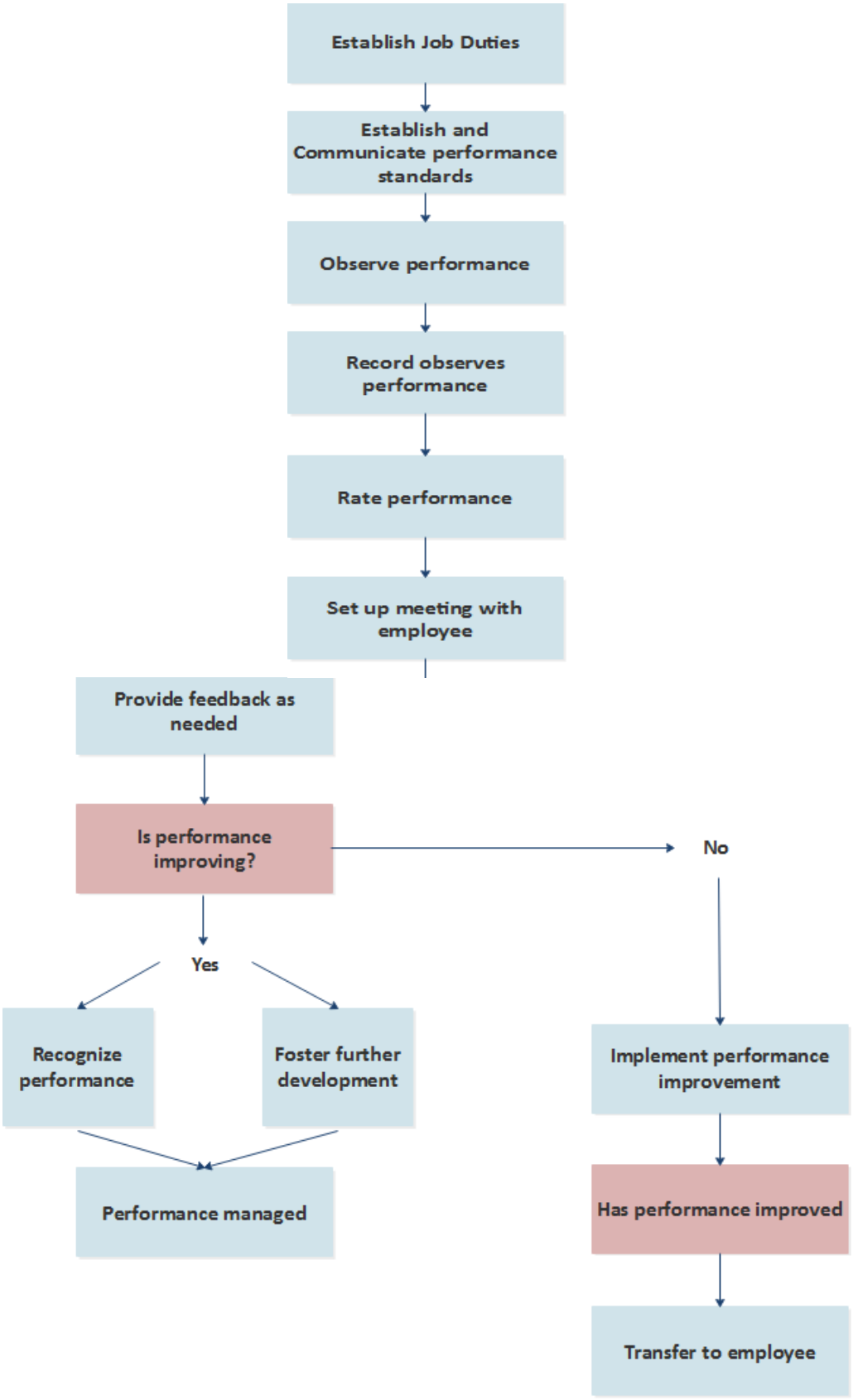


Both 42.9 % says that performance of employees and motivation are performance appraisals . and rest 14.3% says it is evaluation of employees .

Some feedback and suggestions in the given questionnaire:



FLOWCHART OF VARIABLES



FINDINGS

All respondents have aware about the current performance management systems.
Majority of HR professionals told that they are comfortable with conducting performance review but some of the HR professionals are felt comfortable while conducting the performance review
All HR professionals and majority of respondents told that they were satisfied with the current performance management systems work well and no need for change
Majority of respondents are told the checklist techniques used in organization for accesing the performance
Most of the respondents are sure in current performance and in improving in their performance
Majority of HR professionals are not satisfied that performance management techniques used in accessing employees performance more effective
Some HR professionals are told that performance review techniques have more impact inemployees performance employees incentives and morals but some of them are not agreed with that.

CONCLUSION

With this study it can be said that Performance ManagementSystem is the important strategic tool of Human Resourcemanagement. A well-designed PMS can help the organization to maximize employee performance and encourage organizational climate of trust, collaboration, communication, team work etc. It is important for an organization to have such system which not only identify to high performer but also helppoor performer to improve his performance with well-designed Training program and personalized counseling. The performance management system is the strategic tool that can be used to transform people's talent and motivation into a strategic business advantage.
It is concluded from the survey that all the respondents are aware about the current performance management and does not need to change current performance management system works well and that improves the performance of the employees
This study has shown that performance management is a comprehensive approach to planning and sustaining improvements in the performance of the employees so as to meet the standards
Most of the HR professionals are not feel comfortable with conducting performance review.
So, create a trust in them. About performance review techniques and maintaining good relation with the employee's for improving their performance and accomplishing goals and objectives of the organization.

RESULTS

Effective performance management systems boost ongoing communication between the individual and leadership teams. It allows for trusted sources of conversation to be established, therefore giving employees an opportunity to express concern, discuss obstacles and brainstorm ways to improve.
Improved organizational performance, employee retention and loyalty, improved productivity, overcoming the barriers to communication, clear accountabilities, and costadvantages. Saves time and reduces conflicts, ensures efficiency and consistency in performance.

LIMITATIONS

The analysis indicates that the majority reported that the outcomes of the research weredifficult to generalise. The limitations include a sample drawn from only one or specific contexts, alimited or small sample size, a cross-sectional or snapshot approach to data collection, self-selection bias or a convenience sampling approach,lack of empirical research, the lack of more specific variables and exploratory or ongoing research.

The future research can address the limitations including small sample size, limited empirical research, exploratory analysis and lack of suitable variables.

The limitedextent of empirical research can bedealt with by using quantitative analysis to understandthe turnover intention of talent using structured equation modelling. Moreover, as this research is based on a comprehensive reviewof the available literature on performance Management, it can be said to have overcome the issue ofidentifying the most suitable variables.

The review indicates that none of the studies has systematically examined the variablesof Performance Management based on the prior literature in the field concerned. Similarly, the design of the research model is developed to evaluate how Performance Management influences employee commitment is based entirely on the random selectionof variables including the moderator (i.e. company type), with no theoretical underpinning.

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The Debate Over Defining Successful Teaching

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ABSTRACT

There is a debate among education professionals today regarding the definition of successful teaching, which focuses on the characteristics of such teachers. After much discussion (Grigg 2010), three characteristics have been defined:
• charismatic teacher;
• expert;
• reflective.
This debate is not only at academic levels, but its conclusions are important to evaluate the work of successful teachers. Let's look at these models briefly.
The charismatic teacher
Good teachers are often cited for their personality. They bring enthusiasm and passion for teaching to the classroom. They are cheerful and attentive to students. Often these teachers stand out for taking care of students, especially in delicate cases when they have behavioral problems or some other kind. They are long preserved in the memory of students and colleagues for their personality and it happens that many other teachers follow them as a model, therefore they imitate them in their profession and in life.
The question of where 'good' teachers differ in personal qualities from those who are not as good has been examined by Morrison and Mclntyre (1969). The problem with the charismatic teacher model is that there is little mention of what the students have learned. These teachers stand out for their teaching methodology, explain well, recite nicely, qualities that are distinct from teachers who have other qualities.
The expert teacher
This is more about demonstrating the qualities of these teachers. They are quite good masters of the subject, illustrate well every aspect of it and influence its understanding in the students. They have good communication skills. Some researchers (Gipps et al. 2000; Wolf, 1995) seek to standardize the characteristics of these teachers, who serve as models, by formulating the competency model. Such teachers are difficult for others to match when it comes to their model of competencies, which they possess at a fairly high level.
Expert teachers are usually also called competent. Competence is a broad concept, it describes the ability that someone has to demonstrate in a given occupation. The competence is related to the general qualities of the demonstration of some qualities which are evaluated according to the expected results, for which the formulation has already been made. Competencies include knowledge, habits and values.
Keywords: Debate, Teacher, Success

Introduction

Naturally, it is impossible to describe, in a few pages, the school life of two and a half million teachers working in different circumstances, all over North America, let alone all over the world. The following section, written by a teacher, gives us a comprehensive view that, despite the slightly pompous tones, represents the experiences of many high school teachers. Therefore, instruction circumstances require a lot from teachers, in terms of daily maintenance and their responsibility towards the students; and they give teachers very little in terms of time needed for planning, constructive discussion, thinking, and very little reward and time for self-reflection. The central tendency of these conditions, as I will describe in this section has, definitely, negative consequences.

Teachers' effectiveness is measured by informal and general observations of students - 50% of teachers in Dade County, Florida responded this way. The second, more frequent choice was related to exam results - but only 13.5%. In short, teachers rely heavily on their own, informal observations.

Lortie (1975), also, found that "sense of success" in their work with students, here and there, was the main source of pride (as opposed to improving the test scores of the whole class) (p. 121). For high school teachers, success stories only became apparent a year or two after graduation, when a former student came back to thank the teacher. Comparing the individual cases of success, with the results of the group, it is significant that 64% of the teachers, of the Five Cities, mention the first category and only 29% of them mention the second, as a very great source of satisfaction.

- The prevailing model of classroom organization is a group of students, with whom the teacher interacts as a single group;
- Each student, in essence, works and achieves results alone, within a group.
- The teacher is almost completely autonomous in terms of decisions in the classroom - the choice of materials, the determination of the organization of the classroom, the choice of teaching procedures.
- Most of the time, the teacher is engaged either with face-to-face teaching, or with supervising the work of the students in the banks, or with the exams s/he gives to the students. Students, relatively rarely, were involved in direct learning from each other or in conversational processes with teachers, initiated by the students themselves.
- There is very little praise and correction of student work, and little guidance from teachers on how to do things better next time.
- Students usually engage in a fairly narrow range of classroom activities - listening to the teacher, writing answers to questions, and doing tests and assignments.
- A large percentage of the students observed seemed to be passively satisfied with their classroom life.
- Even in the first grades of primary school, there was strong evidence that students did not have time to finish their lessons and they did not understand what the teacher was asking them to do.
- The teacher has little influence and is little involved in school-wide or other extracurricular matters (1984, pp. 123-124,186).
- In short, we need to combine the ideas of cognitive scientists, who are working on the problem of how to engage all students, with the opinions of sociologists, who show how we need to change power relations in school, to achieve significant progress in our work. When

these two forces are integrated into the culture of professional instruction communities, the fact is that educators, in these types of schools, play the role of "moral agents of change," or, as Oakes (1999) puts it, passionate "educators", for the common good". But where are the students, now, in this equation?

Good teaching is difficult to define, while successful teaching can be proven. A successful teacher is one who is able to realize the goals and objectives of the program. The nature of instruction still remains the most important, but two different teachers, as mentioned in the above example, can try and reach different conclusions and both can be called successful. The main dimensions of successful instruction are two: intention and results.

Without goals, the student's results become fortuitous and lacking criteria. However, goals alone are not enough. If the student does not achieve the defined learning objectives (even when the lack of success and failures do not depend and are not in the hands of the teacher), then it cannot be said that the teacher's work has been really effective.

The key to the students' success lies in a strong, personal, teacher-student relationship. It is difficult to measure success, and in the academic world, teachers constantly re-evaluate the quantitative way of instruction.

If you ask a student what makes them successful in school, you won't hear a fancy new book or a series of lectures. Most likely you will hear: **"It was my teacher. He always trusted me."**

The key to the students' success lies in a strong, personal, teacher-student relationship. The teacher inspires the students to follow their passions and realize the projects. But the first and most important question to ask is: Are teachers guiding students toward success? Here are some of the things that successful teachers do differently.

Successful teachers expect their students to succeed

This concept is also similar for parents. Students need someone to trust them. They need a wise and older man to put stock in their abilities. Set the sick aside and then create an environment where it's okay to fail. This will motivate your students to keep trying until they reach the expectation you have set for them.

Successful teachers have a sense of humour

Humour and wit make a lasting impression. They reduce stress and frustration and give people the opportunity to see their circumstances from a different perspective.

Successful teachers congratulate students

Students need encouragement, but real encouragement. There is no better solution than to praise their work when you know it is only 50% of what they are capable of doing. You don't want to create an environment where there is no praise or recognition; you want to create an environment where the praise you offer is valuable because you use it in an encouraging and personal way, each student is praised for their ability that differs from others.

Successful teachers never stop learning

Good teachers find time in their schedule to teach themselves. Not only does it help strengthen your knowledge in a particular subject, it also puts you in the shoes of the learner. This gives you a perspective about the learning process that you can easily forget when you're always in teaching mode.

Successful teachers come out of the "box"

It can be a self-made box. "Oh I could never do that," you say to yourself. Perhaps you vowed never to become a teacher who would allow students to grade each other (perhaps you had a bad experience as a child). Sometimes the biggest obstacle to growth is us. Have you built a box around your teaching methods? Good teachers know when it's time to get out of it.

Successful teachers are masters of their subject

Good teachers must know their craft thoroughly. In addition to the "instruction" methodology, you must master your subject. Learn, learn and never stop learning. Successful educators are constantly curious.

It does not mean that the titles and ranks owned by the teachers necessarily guarantee successful instruction. A successful teacher is the teacher who realizes the goals and objectives of the curriculum, as far as the drafting of those curricula is successful, for the different school levels, also as far as the compliance with the curricula is successful, drafting and compilation of texts, literature and various teaching tools.

A successful teacher in education has been shown to be a teacher who is affectionate in relation to students, is attractive and has a consolidated mood according to situations, has high moral and intellectual virtues, is enthusiastic, optimistic and fair to students, is connected with them, democratic, responsible and capable of being comprehended, s/he is bright, balanced and encourages students to learn, s/he is prudent and self-confident in his work with students.

Conclusion:

It seems that the debates about this type of categories have a positive answer: While on the other hand, the unsuccessful teacher is the teacher who is a bureaucrat, biased and self-absorbed, who is rigid, harsh and boring in his work and in relation to the students, who is monotonous, uniform, apathetic, distracted and insecure in himself (herself) and dishonest, s/he is angry and has many mistakes in relation to his teammates, in relation to the students and in relation to the organization of the educational – teaching process - during his working hours.<

The knowledge considered as most special that a successful teacher should possess are:

1. Getting to know the student as best as possible by following his/her development through different periods,
2. Getting to know the environment outside the classroom and outside the school,
3. Getting to know the best of the educational contents of the subject he teaches and their differentiation in essential and secondary ones,
4. Equipped with a set of necessary moral values, which guide him/her throughout his/her educational work,
5. The best possible knowledge and the differentiation between how students learn in different stages and how adults learn, which make the learning process as easy as possible for students and the acquisition of knowledge and their understanding and basic knowledge of the pedagogical and psychological, didactic and methodical culture, to be able to treat instruction in front of students both as a science and as an art.
6. Believe in the potential of your students
7. A teacher's success begins with the success of their students. You always have high expectations for your students. Believe in their potential to succeed and be sure to push and encourage them as much as possible.
8. Even when they fail, motivate them to try again and work harder. This strategy helps push them out of their comfort zone so they can pursue success knowing you're there to help them whenever they fail.

Learn everything you can about your field

Being well-versed in your field of study is also a crucial step towards a successful teaching career. It is true that even the most successful teachers do not know everything. But the more you know, the easier it will be to teach your students and provide them with immediate answers to their questions. You can also create exciting technology-based activities

Be fun and energetic

Did you know that most students are more willing to share their academic problems with teachers who are humorous and enthusiastic than with teachers who are grumpy and "always serious"? Yes! The way you carry yourself determines a lot about your approachability.

Smile whenever you talk to your students, crack a joke or two, and so on. This helps to ease any tension or fear students may feel when approaching you for help.

Anyone who has been in the classroom and observed the appearance of a lifeless, static teacher without variety of intonation of voice, has easily noticed that the lesson lacks emotional values. However, it is difficult to find an instrument or tool to equip teachers, such as those discussed above. Even this element is missing from the studies that have been done on the success of teaching. Although it is difficult and such an instrument is missing, students notice quite well in the classroom such a lack in the qualities of the teacher (in those cases when, indeed, it is missing). Students are good perceivers and receivers of the emotions that the teacher conveys and, often, they react to them. A teacher who is enthusiastic about the subject and shows it through facial expressions, variety of intonation, general actions (sign language), is more likely to keep students' attention than one who does not have these qualities. Enthusiasm is one of the most important aspects of teacher influence. Enthusiasm is the energy, power, involvement, emotion and interest of the teacher during the development of the lesson. We all know that enthusiasm is something 'sticky', 'infectious'. Enthusiasm is conveyed to the students in many and different ways, but the most common are the intonation of the voice, with its various changes, actions (gestures), the continuous and uninterrupted look of the students directly in the eyes, as well as the liveliness and the inspiration. Studies have shown that teacher enthusiasm affects student achievement (Gabello & Terrell, 1994). Enthusiasm is also important in motivating students to engage in the learning process.

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Inclusive and Community-based approaches using in Agriculture Technology Promotion and Scaling up Lessons for People with Disable in Eastern Ethiopia

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ABSTRACT

Background: People with Disables have great contributions in countries' development that they endowed with great accumulation of knowledge and skill through participations in different production sector like agriculture even stigmatized. Based on this inception, this research activity was initiated with objectives of scale up the best climate smart agriculture practices to people with disable, engage people with disable in technology promotion and scaling up the lessons, and disseminate the knowledge and skill to people with disable in alternative income generation enterprises.
Materials and Methods: To achieve these all objectives, Babile district Erer Ibada and Ifadin kebeles were selected where people with disable these infected by leprosy disease. Accordingly, 27 PwD were involved in study and provided training on different topic of agricultural technologies both on pre- and post-harvest production, and provided with many inputs for pre-and post-harvests. After all, two sorghum varieties Melkam and Dekeba; Two Haricot-bean varieties KTAB1 and Batu with full packages were sown on provided land.
Results: As a result, Malkam variety performed high yielder 38.5 quintal/hectare compare to Dekeba yielded 31.5 quintal/hectare, similarly Melkam variety marketed more 1005 quintal because of its demand on market in turn they earned good income. Moreover, the Haricot-bean variety KTAB1 yielded high 14.5 quintal/hectare compare to Batu yielded 12.8 quintal/hectare, however, Batu variety is marketed as produced because of its high demand in both urban and rural areas.
Conclusion and policy implications: For all these technology implementations, different networking and media coverage by mass media like regional and national TV programs, FM Radios, field days, workshops and published and printing materials were used. Therefore, it is recommended that scaling up of these research activities lessons and experiences by governments, no-governments organizations and other stakeholders should mainstream People with Disable in their development and research programs.

Keywords: People with Disable, Inclusive, Scaling up, Agriculture

Introduction

People with disabilities—more than a billion people worldwide—are frequently excluded from social and political life, and often experience stigmatizing attitudes and behaviors from people without disabilities. This stigma, coupled with inaccessible environments and systems and institutional barriers (e.g., lack of inclusive legislation), may result in discrimination against people with disabilities (and their families) to the degree that they are not able to enjoy their rights on an equal basis with others (Saran et al, 2023). These exclusions result in lower participation of people with disabilities in education, economics and policies compared to others in the population (WHO, 2010). Consequently, people with disabilities tend to have a lower level of educational attainment, poorer health, fewer economic opportunities, and increased poverty risk (Banks et al., 2017; Bright & Kuper, 2018). As a result of social exclusion, people with disabilities encounter various challenges in accessing services that others have long taken for granted, including healthcare, education, employment, and transportation (UN, 2018).

Social inclusion of people with disabilities is recognized as a fundamental right in the UNCRPD, including in 'participation in cultural life, recreation, leisure, and sport' (Article 30) and 'participation in political and public life (Article 29). Furthermore, the Sustainability Development Goals (SDGs) are also relevant to this issue (UN, 2016), including SDG4 'Guaranteeing equal and accessible education by building inclusive learning environments an providing the needed assistance for persons with disabilities', and SDG 8 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all', SDG 10 'Emphasizing the social, economic and political inclusion of persons with disabilities' and SDG 11 'Creating accessible cities and water resources, affordable, accessible and sustainable transport systems, providing universal access to safe, inclusive, accessible and green public spaces'. The SDGs may not be achieved if people with disabilities are excluded from equal participation in all aspects of life (Saran et al, 2023). People with disables have great contributions in countries' development that endowed with great accumulation of knowledge and skill through participations in different production sector like agriculture which provide different alternatives in their livelihood strategies such as earning extra incomes in addition to other enterprises they engaged in. Therefore, to make the PwDs to be not always dependent on others for their livelihood improvement, this research activity was conducted with the following objectives.

Objectives

- To scale up the best climate smart agriculture practices to people with disable
- To engage people with disable in technology promotion and scaling up the lessons

To disseminate the knowledge and skill to people with disable in alternative income generation enterprises

Research Methods and Materials

Site and Farmers Selection-the sites were selected based on the kebeles these have people with disable are many in number and sampling techniques was purposive because the numbers are diverse across locations and accordingly Erar Ibada and Ifadin kebeles around Bisidimo Hospital included in this research activity based on their interest to engage study from starting

end, land availability and willingness to share lessons to large community. The disability type were interviewed based on WGSD that is eye, ear, mental, physical-based, accordingly, this study focused on physical of them that most of them were affected leprosy diseases and damaged their hands and legs. Total numbers of PwD were 30 in addition to 20 people without disable to share the experiences of one another among them.

Land designation and implementation process

Land was allocated as per their land holding that from 0.25 ha to 1.5 ha 20m*20m, 50m*50m, 100m*100m. The crop varieties used for this study were sorghum (Melkam an Dekeba), and Haricot-bean (KTAB-1 and Batu) as double cropping practices within a single season first sowing Haricot-bean that stays 58-70 days after bean harvest sow the Melkam and Dekeba varieties based on the farmers preferences. Planting practices were 75cm*20cm between row and plants for sorghum and 40cm*10cm for Haricot-bean variety respectively. At first sowing, all plots were received a basal application of Di Ammonium Phosphate at the rate of 100 kg/ha. Four weeks after emergence for sorghum and KATB-1 N in the form of urea (46 kg N) was applied at the rate of 100 kg/ha and for Haricot beans 23 kg N was applied at the rate of 50 kg/ha when the soil moisture was enough.

At the end of June the preceding crops was harvested and threshed after it is sun dried for one weak except the control since it takes nine months to mature and grain yield per plot was recorded. The succeeding crop and the control all sorghum were harvested on maturity. The stalks from net plot were cut close to ground level and later ears were separated. The ears were sun-dried, threshed and grain yield per plot was recorded after 8 days of sun drying.

Inputs Provision

The all packages of the technology such as improved variety, fertilizer, pesticides, PICS storage sack and mechanization technology that was Sorghum thresher were provided to people with disable (physical).

Cooperative form

Forming PwD is in cooperative helps them to sell their products in fair price and timely, have access to inputs in affordable price and share experience among themselves easily. Accordingly, they grouped into PwD cooperative and act all farming activities in mass and hire labor in collective actions at time of difficulties such as heavy rains and protect bird attack when crops reached maturity stage.

Crop residues usage

The livestock feed is very serious problem at off-season in this areas because of this the farmers in areas collect the residues in bale and sell to other farmers faced the feed shortage. Based on this, the study prepared the plan of storing their crop residues at active season and sell off-season I good prices which helped in earning alternative income from diversified agricultural activities.

Training

Training is very important agenda in research part, accordingly, the agronomic practices, pathology, marketing, cooperative formation, minimization of postharvest loss through agricultural mechanization, and food utilization of the crops tiles were covered.

Data Collection and Analysis

The quantitative data were collected through sheet and checklist and qualitative data were collected through focus group discussion. And quantitative data were analyzed by descriptive statistics such as mean, average, frequency and percentage and qualitative data were analyzed by narration.

Way of communicating the results

Delivering the findings of research to beneficiaries is very important part of this research. The mechanisms of disseminating results of this research were National and Regional TV program, FM Radio, field days, publication, workshops and seminar preparation to stakeholders and farmers.

Result and Discussion

3.1. Scale up the Best Climate Smart Agriculture Practices to People with Disable

To achieve this objective the first activities after participant selections training was provided for PwDs on different topics of climate smart agricultural practices on pre and post-harvest handling of sorghum and Haricot-bean improved crop varieties in the selected kebeles such as agronomic practices, post-harvest handling, food utilization as home consumption, marketing of the surplus products in earning extra income, and scaling up of these lessons to other places where such experiences are rarely reached. Accordingly, twenty seven PwDs, twelve people without disable were training in order for helping PwDs in time of difficulties from the PwoDs and show good lessons to others who have stigmatized to them (PwDs)as depicted on Table 1 below. After training was provided to PwDs, PwoDs, DAs, experts and other participated stakeholders like unions and primary cooperatives in the areas, many agricultural inputs for pre and post-harvest production were provided to PwDs as shown Table 2

Table 1 Training

Participants	Sex		Training titles
	Female	Male	
People with Disable	3	27	Agronomic practices
DA	-	5	Postharvest handling
Experts	-	3	Food utilization
People without Disable	9	12	Marketing
Others*	-	6	Scaling up lessons and networking

Table 2 inputs of pre-and postharvest

Inputs		Items type	Items amount	Remarks
Improved seeds	Sorghum	Melkam	2.9 quintal	All inputs were provided on farm and some at time of training
		Dekeba	1.2 quintal	
	Haricot-bean	KTAB-1	8 quintal	
		Batu	4 quintal	
Fertilizer		NPS	42 quintal	
		Urea	25 quintal	
Mechanized equipment		Sorghum thresher	1	
PICS sacks		100kg	102 packs	
		50kg	102 packs	

3.2. Engage People with Disable in Technology Promotion and Scaling up the lessons

This research activity was also incited to achieve the objectives of involving the PwDs in agricultural technologies in different models of production within single season that helps to produce more than two times as depicted in Table 3 below. Moreover, the sorghum (Melkam and Dekeba) and Haricot-bean (KTAB1 and Batu) improved varieties were provided to them and sown by the model of preceding and succeeding of crops respectively in single season that is sown Haricot-bean in April then harvest after two-halve months then sorghum sown in June, then harvested after three months on the same land. Accordingly, Melkam variety yielded as compare Dekebe variety and marketed more in bringing high alternative source of income for PwDs as depicted on Table 3 below.

Similarly, KTAB1 Haricot-bean improved variety yielded high per hectare productivity as compare to Batu, however, farmers sown this KTAB1 on small plot land because this variety was newly released, thus, they intended to verify the adaptability of the crop in study areas. These people with disable also marketed these Haricot-bean variety in different rate, as shown Table 3 below, they marketed huge amount of Batu variety to market because it is very demanded in color and for different home consumption in urban areas.

Captured picture: 2020 yield produced

Table 3 Yield performance of crops

Crop and Model	Varieties	Coverage in hectare	Yield q/h	Total quintal	Marketed in quintal	Home consumed in quintal
Preceding (Haricot-bean)	KTAB1	3	14.5	43.5	42.5	1
	Batu	10	12.8	128	128	0
Succeeding (Sorghum)	Melkam	29	38.5	1116.5	1005	4.5
	Dekeba	12	31.3	375.6	370	5..6

3.3. Disseminate the knowledge and skill to People with Disable in alternative income generation enterprises

The other important point for this research activity was large community outreach of demonstrating how PwDs invest their knowledge and skill in agriculture production as their alternative income generation in addition to participating different enterprises. In this outreaching the lessons of these knowledge and skill different techniques of communications technologies and networking of PwDs with different primary cooperatives and unions around the areas was implemented. Accordingly, the direct connections of PwDs with other stakeholders helped them marketing their surplus agriculture products in price and with low cost of transactions because these primary cooperatives and unions came to their home and nearby store and bought products which reduces different transactions costs like transportations and other costs. Through these all connections and experience sharing different regional and National TV program, FM, field day events, printing materials, workshops and exchange visits were used.

Captured picture: 2020 crop production for food and as income source

Ways of communicating results

The mass Medias like TV, FM Radios, field days, and exchange visit, extension materials like brochures, poster, and leaflet were used for disseminating the outcomes of the technologies for large communities.

Conclusion and Policy Implications

4.1. Conclusions

This research activity focused on People with Disables in Babile district around Bisidimo Hospital and purposively because there are a number of people infected by leprosy and physically disabled, the Hospital included these disabled people in their different programs, however, the program they engaged in are not fulfilled their livelihood objectives. Based on this problems and their interest of agriculture participation, this research involved them cultivating potential crops in the study areas that provides high yield in short periods, accordingly, two improved sorghum varieties Melkam and Dekeba, two Haricot-bean varieties KTAB1 and Batu varieties in two models that preceding Haricot-bean succeeding sorghum as

double cropping in single season on the same plot of land. As a result, the good yield performance, knowledge and skill of producing mode of cropping and networking of People with Disables with different stakeholders work on marketing and technology promotion through different communication Medias are used.

4.2. Policy Implications

Promoting the alternative enterprises like improved agricultural technologies for PwDs
Capacitating PwDs on the different skills of other agricultural productions technologies like mechanizations and stores .

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Digital Banks' Financial Ratios Reveal The Impact of Financial Inclusions Business Model on the Banking Sector in Indonesia

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ABSTRACT

Financial inclusion became the common goal globally during the post-economic crisis of 2008, and in Indonesia, this has been promoted as a "National Strategy" to encourage economic growth. This has been supported by the entire Government's Institutions, including Bank Indonesia, through issuing a Macroprudential Inclusive Financing Ratio (RPIM). This ratio requires banks to allocate at least 20 percent of their total lending to MSME and low-income people starting December 2022 and 30 percent by 2024 through 1) Direct financing, 2) Financing through Non-Bank Financial Institutions and qualified business entities such as financing companies and Peer to Peer (P2P) lending, and 3) Financing through Investment Securities. These factors drive the increasing growth of digital banks whose business model collaborates with financing companies and P2P to provide unsecured loans to unbanked customers. This business model differs from existing traditional banks with well-diversified products and segments from Wholesale banking and Consumer Banking businesses where the loans are mainly secured, and the inherent credit risk is lower than unsecured loans for unbanked customers. Those factors are reflected in the financial ratios. The current problem is some negative perceptions of the uniqueness of digital banks' financial ratios, particularly compared to traditional banks. This study aims to analyze and measure the financial ratios of three digital banks, three traditional banks, and two financing companies. Any misleading perception might trigger negative public sentiments toward digital banks. Hence, alignment among regulators and relevant stakeholders is critical. Some suggestions are proposed to cater to this problem.

Keywords: Digital Bank, Digital Financial Inclusion, Digital Economy, Bank Financial Ratios

INTRODUCTION

There has been increasing growth of digital banks in Indonesia from 2019 until now as an alternative to traditional banks. They offer a similar range of products and services through their advanced technology and focus on tapping the unbanked population in Indonesia. The business model adopted by the digital banks for the loans is a collaboration with Non-Bank Financial Institutions such as financing companies, microfinance institutions, and P2P entities.

The unbanked customer segment has below characteristics:

1. They work in the informal sector
2. Have non-fixed income
3. Have no salary slip
4. Have no financial records about their spending and income
5. For productive sectors, they only have online stores; hence they don't have an actual store
6. Low financial literacy
7. Have no qualified collateral to be qualified as a deduction in calculating the provision under OJK regulations, such as land and building.
8. Have no credit histories in SLIK (Financial Information Service System as developed by OJK starting January 2, 2017, which contained all credit ratings of debtors from all banks, financing companies, and other financial services companies)

With the above characteristics, it is reasonable that under the risk-based pricing principle, the lending product offered to this customer segment would have a higher interest rate than credit card products with an interest rate of 21%. Table 2 compares various products' interest and lifetime losses with each corresponding claim and lifetime loss.

The entity's business model will determine the risk management strategy and controls; infrastructures must be developed; resources strategy such as human resources, IT, network distribution channel strategy, etc. Those factors will be captured and translated into the digital banks' financial statements and financial ratios, which have significant differences (and sometimes are viewed as anomalies) compared with the banking industry and traditional banks. Without having a robust and comprehensive understanding of the above factors, misinterpretation of the financial ratios may lead to negative sentiment toward digital banks and harm public trust. It, therefore, may prohibit the growth of digital banks as one key enabler for accelerating digital financial inclusivity.

1. UNDERLYING REGULATIONS PERTAINED TO FINANCIAL INCLUSION

Financial inclusivity has become the key priority of the Indonesia government as stipulated in the following regulations:

a. Presidential Regulation Number 114 of 2020 on "the National Strategy for Financial Inclusion" to encourage economic growth, speed up poverty reduction, and reduce inequality between individuals and regions to realize the Indonesian people's welfare.
b. "Roadmap of Indonesian Banking Development 2020-2025 (RP2I)" as designed by the Financial Services Authority (OJK) as an independent body tasked with the duty of regulating and monitoring the banking industry as well as protecting banking customers.
c. Bank Indonesia Regulation (PBI) No. 24/3/PBI/2022 concerning the Macroprudential Inclusive Financing Ratio (RPIM) for Conventional Commercial Banks, Sharia Banks, and Sharia Business Units, effective from 3 January 2022. Bank Indonesia promulgated

the regulation to increase economic inclusion and unlock financial access while strengthening MSME's contribution to the national economic recovery. Furthermore, the policy affords the banking industry more excellent options to participate in MSME and low-income earner financing and another inclusive financing. RPIM requirements and obligations will be implemented gradually, starting at 20% in 2022, before increasing to 25% in 2023 and 30% in 2024.

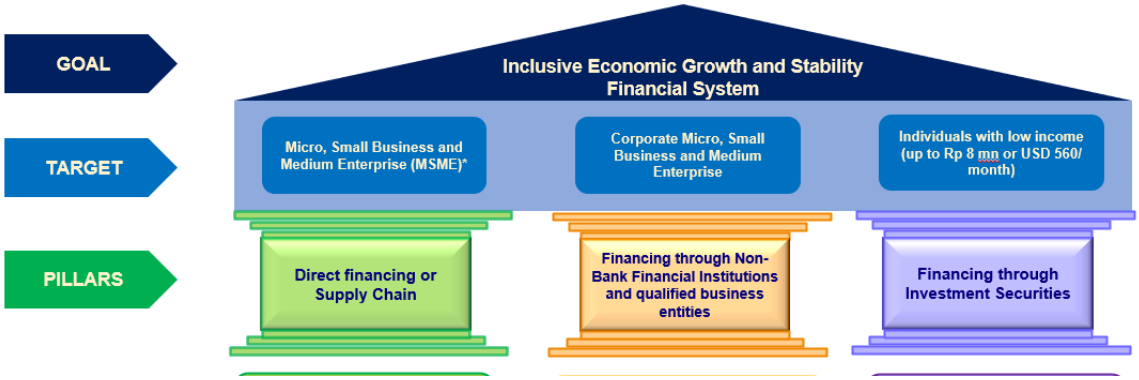


Figure 1: The Macroprudential Inclusive Financing Ratio Framework per BI Regulation
Source: Bank Indonesia socialization of RPIM, 2021 (https://www.bi.go.id/id/edukasi/Pages/Infografis-PBI-RPIM.aspx). Has been summarized and modified by the author, 2023**.**

From the above Macroprudential Inclusive Financing Ratio (RPIM) policy framework, the banking industry has three options to achieve the ratio:

1. Direct financing;
2. Financing through Non-Bank Financial Institutions and qualified business entities such as financing companies and Peer to Peer lending;
3. Financing through Investment Securities.

The second option drives the increasing growth of digital banks, whose business model collaborates with financing companies and P2P to provide unsecured loans to unbanked customers. This business model is significantly different from existing traditional banks with well-diversified products and customer segments comprised of Wholesale banking businesses and Consumer/ Retail Banking businesses where the loans are mainly secured, and the inherent credit risk is lower compared to unsecured loans for unbanked customers. The different business models and cost structures are reflected in the financial ratios.

2. DIGITAL BANKING BUSINESS MODEL

To close the gap between the demand for lending products for unbanked segments, from 2019, digital banks are increasingly growing. The most powerful capability of their advanced technology is opening a digital deposit account through a mobile application in a short time, i.e., less than 10 minutes. Through their mobile application, the customer can also do banking transfers with significant amounts as if they do it via the teller; they do it anytime, 24/7, and anywhere; 24/7 customer services are always readily available to provide assistance and solutions for any issues, the customers can also enjoy high interest, and some banks pay daily interest which gives more significant benefit for the user with smaller ticket size and the non-

stable and reducing trend of funding balance (due to low-income and utilized for daily primary needs). This breakthrough and solution can motivate low-income people to have saving behavior and better financial literacy. Traditional banks only offer high interest for priority customers with significant deposit placements, i.e., above Rp 500 million, and specific terms and conditions such as a locking period. While people with low income will not enjoy the benefit of saving their salary in a bank account because they cannot get the interest from their low daily saving balance in a month; instead, they must pay admin fees and interbank transfer charges. In short, compared to traditional banking product propositions, digital banks provide higher interest, daily interest payment, free of admin fees, no minimum balance, and interbank transfer charges. People with low income or individual MSMEs who only have the deposit balancest for several days and not until an entire month cycle will enjoy the most from the above benefits provided by digital banks.

From a lending product perspective, most unbanked customers usually have limitations in getting approval on traditional banking products because of the following:

1. No evidence of income
2. No evidence of financial records nor proper financial statements for individual SME
3. No historical credit data in SLIK
4. Lack of assets to be pledged as collateral for a credit facility

This caused some of them to seek a loan shark to get loans to bridge their needs with the income which commenter. This segment will generate the highest credit risk for the traditional banks, as evidenced by market historical credit loss data. Based on research, the penetration of these unbanked segments might be less than 5%.

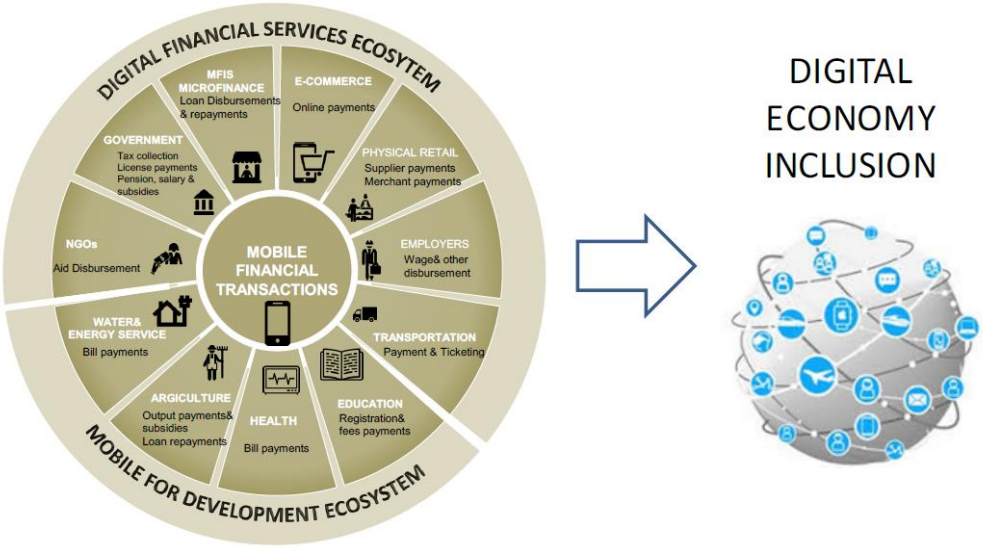
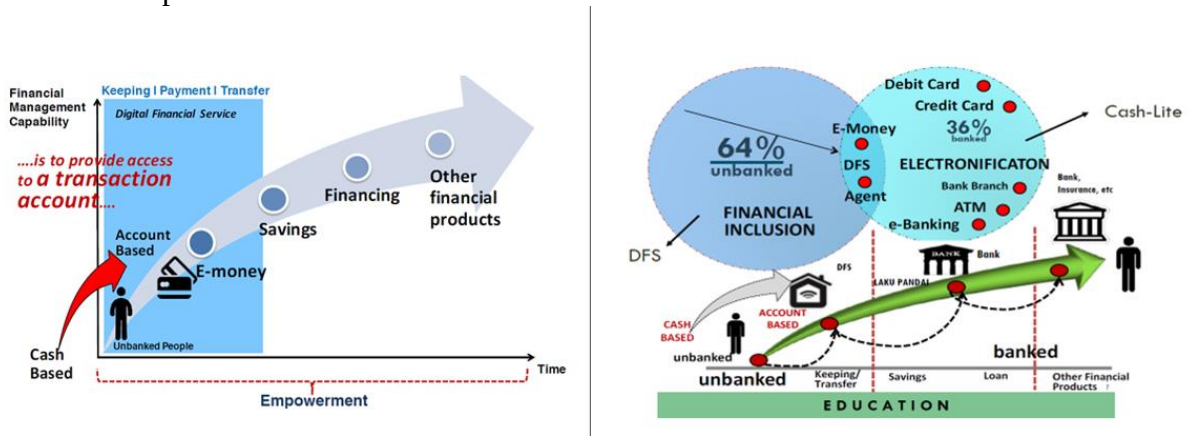


Figure 2: Digital Financial Services Ecosystem to Achieve Digital Economy Inclusion
Source: OJK Material**,** Digital Financial Inclusion in Indonesia presentation material by Financial Inclusion and Electronificaion Task Force, Bank Indonesia Transformation Office, 2016 (https://ojk.go.id/id/berita-dan-kegiatan/publikasi/Documents/Pages/Materi-OJK-PROKSI-2016/7.Digital%20Financial%20Inclusion%20-%20OJK.pdf page 24)

The above picture of the Digital Financial Services Ecosystem involves a wide range of entities across different industries and is not limited to banks to achieve Digital Economy Inclusion. For instance, loan disbursement and repayment involve Micro Finance institutions, e-commerce of online payments, etc.

Figure 3: Digital Financial Inclusion Dual Strategy: Infrastructure and Ecosystem to Help Unbanked Population Become Banked Customer



Source: OJK Material**,** Digital Financial Inclusion in Indonesia presentation material by Financial Inclusion and Electronificaion Task Force, Bank Indonesia Transformation Office, 2016 (https://ojk.go.id/id/berita-dan-kegiatan/publikasi/Documents/Pages/Materi-OJK-PROKSI-2016/7.Digital%20Financial%20Inclusion%20-%20OJK.pdf page 16 and 17)

Table 1: Financial Services Product for Consumer Individual Segment

Key Differentiation Factors	Unbanked unsecured	Unbankable	Bankable Customer
Served by	Informal Loans provider MFIS P2P	Financing Companies	Bank
Products	Payday Loans Consumptive loans Productive loans	Pay Later Motorcycle fiancing (new and used) Car financing (new and used)	Unsecured loans (KTA) Credit Cards SME unsecured SME Unsecured

Source: The respective website of banks, financing entities, and P2P providers

Table 2: Pricing of Financial Services Product for Consumer Individual Segment & Respective Risk Premium or Expected Lifetime Losses (Risk-based Pricing Principle)

Type of Customers based on financial inclusion	Financial Institution Providers	Lending Product	Effective Interest Rate (EIR) per Annum	Risk Premium (EIR basis)
Bankable customers	**Bank**	SME secured	9-10%	2%
		SME unsecured	13-15%	7-12%
		Credit Card	21%	5-15%
		Unsecured loans (KTA)	35-40%	10-20%
Unbankable customers with collateralized assets	**Financing Companies**	Car Financing	18-25%	6-13%
		Motor Financing	38-52%	23-25%
		Pay Later	35-60%	24-25%

Unbankable customers unsecured	**Micro Financing Instituions or P2P**	Productive loans purpose	12-37%	2-27%
		Consumptive loans purpose	60-78%	3-60%
		Payday	208%	>150%

Source: Internal information as collated by Author, 2023

The 'unbankable' segment is a significant portion that has not been served by the banking industry (underserved) due to limited geographical access, lower income with more limited documentation, absence of historical credit data, working in the informal sector, or other reasons. The credit interest rates are generally determined according to the segment and credit risk inherent in the product and customer segment. The higher the risk, the higher the interest rate applied. The interest rate also depends on the collateral pledged and the credit tenor (generally, the higher rate is charged to a longer tenor).

LITERATURE REVIEW

The banking sector is the backbone of Indonesia's highly regulated economy. One of the critical regulatory requirements for the banks is to conduct a self-assessment of the Bank's Soundness Level by applying Risk-Based Bank Rating ("RBBR" approach). The Bank's Soundness Level assessment should include evaluating risk profile, corporate governance structures, rentability, and capitalization as prescribed in the OJK Regulation No. 18/POJK.03/2016 on implementing Risk Management in Commercial Banks. The implementing rule is specified in OJK Circular Letter No.14/SEOJK.03/2017, which revokes BI Circular Letter No.13/24/DPNP and has come into effect as of 17 March 2017.

Before examining the financial ratios of Digital Banks and Traditional Banks, below are the differences:

1. "Traditional Bank": operates through physical branches across the region, incorporates mobile banking features to accommodate online transactions, and manages depositors' accounts plus linked credit accounts like mortgages, credit cards, personal loans, auto loans, etc. For instance: BCA mobile, BRI mobile, Mandiri mobile. Some "Traditional Bank" also operates as an "online" product option of a commercial bank; the system is not separated from the commercial bank's main offerings or shares the same mobile app as regular commercial bank users. For instance: Permata Me, OCBC Nyala, CIMB Octo, Danamon D-Bank. In terms of banking products, including loans, deposits, investments, and other wealth management products and services, the business model adopted is universal banking with robust and comprehensive products to serve all customer segments. In a nutshell, the Traditional Bank has a more diversified business model.

2. "Digital Bank": generally operates online without any physical branches; provides the digital or online processes for the entire customer life cycle starting from account opening. This journal will focus on the loan products business of digital banks compared to Traditional banks. Digital Bank generally collaborates with Non-Bank Financial Institutions like financing companies and P2P within their ecosystem, for instance:
   a) Jago with Go To Group (for instance: GoPlaylater CiCil – a new product from Tokopedia; Go To Financial by integrating its service with Go Biz for GoFood merchants); BFI Finance (financing companies for auto loans); Carsome (channeling

loans for a used car financing) and other institutions using either channeling loans or joint financing scheme. Total lending partners are more than 30 institutions.

b) Neo Commerce with Akulaku (Financing Companies) and Assetku (P2P). Similar to Jago, Neo Comemrce's primary business model is a collaboration with the digital financial ecosystem through pay-later products through e-commerce (Blibli, Bukalapak, Tiket.com, Shopee, JD.id) and cash loan products by having cooperation with P2P entities. They also provide channeling loans to retired members of the army/ police force (TNI/ Polri), civil servants (PNS), and State-Owned Enterprises (SEOs).

c) BCA Digital has a similar business model; its loan portfolio comprises joint financing and channeling, followed by the corporate segment. Nonetheless, unlike Jago and Neo Commerce, whose customer segments are unbanked individuals and have both consumptive and productive loans, the majority of loan products are working capital loans for MSME customers' invoice financing, working capital for corporate customers, and investment loans in trading, construction, and processing industries.

RESEARCH METHODS

This study aims to analyze and measure the financial ratios of digital banks and traditional banks for 2022 and 2021 using secondary data which are audited and public financial reports of the banks for the periods of 2020 to 2022 for three digital banks (Jago, Neo Commerce, and BCA Digital); 3 conventional banks (BCA, Bank CIMB Niaga, and Bank Danamon); and Financing Companies (CIMB Niaga Finance and Adira Dinamika Multi Finance). This journal uses Financial Ratios Analysis as a methodology. The ratios are based on prevailing OJK and other prevailing regulations to evaluate critical aspects of banking law and regulations mainly related to Risk-Based Bank Rating (RBBR).

Based on OJK Regulation No.4/POJK.03/206 and OJK Circular Letter No. 14/SEOJK.03/2017 regarding the Assessment of RBBR for Commercial Banks, there are four critical factors:

1. Risk Profile
2. Good Corporate Governance
3. Earnings
4. Capital

For this journal, we will only cover the following financial ratios:

Table 3: Summary of Banks' Key Financial Ratio

No	Description	Formula	Regulatory Threshold
1	***RISK PROFILE***		
1.1.	**Risk Profile – credit risk**		
	Gross NPL (Nonperforming loans)	NPL / total gross loans	Not specified, the lower, the better
	Net NPL (Net Nonperforming loans)	(NPL-provision)/ total gross loans	Max 5%
	Provision coverage	Loan Provision / total gross loans	Generally, the higher, the better (in line with conservative banking principles based on banking Law); nevertheless, it depends on the business model & credit risk mitigation strategy.
	NPL coverage	Loan Provision/ NPL	
	Cost of Credit	Provision for impairment losses charged in Profit and Loss / average loans	
1.2.	**Rısk Profile – liquidity risk**		

	Loan to Deposits Ratio	Total Loans / Total Deposits	The optimum level depends on capital structure and other liquidity measures, e.g., LCR and NSFR under Basel 3
1.3	**Risk Profile – strategic risk**		
	Business plan vs. actual	Approved business plan vs. actual financial performance	Meet the business plan. Due to data limitations, this will not be covered in the following analysis.
3	***EARNINGS***		
	NIM	Net Interest Income/ Average Productive Assets	Not specified; depends on the business model
	Cost to Income Ratio	Operating Cost/ Operating Income	Not specified, the lower, the better
	BOPO	Operational Expense/ Operational Revenue	Not specified, the lower, the better
	Return on Assets	Profit Before Tax/ Average Total Assets	Not specified, the higher, the better
	Return on Equity	Profit After Tax/ Average Total Equity	Not specified, the higher, the better
4	***CAPITAL***		
	CAR	(Tier 1 Capital + Tier 2 Capital)/ Risk Weighted Assets	It depends on the bank's soundness level and as determined by OJK

Source: summarized by Author from OJK Regulation No.4/POJK.03/206 and OJK Circular Letter No. 14/SEOJK.03/2017

RESULTS AND DISCUSSION

Based on Indonesian Banking Statistics, Commercial Banks' financial performance shows positive trends (see Figure 4 below). Total national banking assets continue to grow, coupled with the growth of loans and customer deposits. The profile of national banking risk is at a controlled level with a relatively low impaired credit ratio (NPL gross) and substantial capital (CAR), supported by solid profitability with improving trends in efficiency ratio (BOPO). Meanwhile, the number of commercial banks continues to decline along with the consolidation and digital transformation processes.

Below is the summary of the financial ratios analysis of sampled digital banks and traditional banks, as depicted in Table 5:

A. Risk Profile – credit risk
    1. NPL gross in the banking industry was 3% in 2020 and has improved to 2.7% by 2022. There is no written regulation of this, however,r the regulator's expectation is below 5% as a healthy indicator. All selected traditional and digital banks have NPL gross of below 5%. For conventional banks like BCA, CIMB Niaga, and Danamon, the trend is relatively stable and has an improvement trend, as shown in BCA from 2021 to 2022, CIMB Niaga, and Danamaon for the past three years. While for BCA Digital only has a loan balance in 2021 and has no NPL in 2020 and 2021, while having only 0.1% of gross NPL in 2022. Bank Jago has an increasing trend of NPL from 0% in 2020, 0.6% in 2021, and 1.8% in 2022. Bank Neo Commerce has a gross NPL of 4.1% in 2020, lower significantly to 1.8% in 2021, and increase to 2.6% in 2022. BCA Digital, Bank Jago, and Neo Commerce are digital banks transformed

from small traditional banks. Nonetheless, although it's not disclosed in any published report, BCA Digital and Bank Jago have zero legacy loans which explains why their BCA had nil loans balance in 2020 and 2021, and Bank Jago only had around Rp 1 tn in 2022. Both have zero NPL gross at the beginning of the transformation period. While Bank Neo Commerce still has a legacy portfolio and carries NPL from such legacy accounts. For new loans portfolio, it will sometimes take them to mature and become NPL. That explains why the NPL gross ratio in digital banks is increasing and contradicts the improving trend in the banking industry and traditional banks.

2. NPL net showed how much the NPL, after considering the provision made and under prevailing regulation, should be below 5%. All selected banks have complied with this requirement and have below 3% of NPL net. Bank Neo Commerce has the highest level among the selected banks, with around 2.1% NPL net in 2022 vs. other banks below 1% in 2022.
3. Traditional banks' credit cost is below 5%, while some Digital Banks have higher CoC levels, i.e., Bank Neo Commerce has the highest CoC with 8.7%, followed by Bank Jago at 3% and then BCA with 0.6%.

B. Capital (point 4) and liquidity risk (point 1.2) of RBBR assessment
4. CAR in the banking industry is above 20%, which shows a strong capital level. For all selected traditional banks, BCA, CIMB Niaga, and Danamon have CAR above 20% ranging from 22% to 27%. While for digital banks, the CAR level is even relatively higher compared to the banking industry and traditional banks, ranging from above 30% to more than 100% due to the minimum capital requirement for commercial banks of Rp 3 trillion, while digital banks are still in the early stage of growing the lending business.
5. Due to the above level of capital of the banking industry and consistency across traditional and digital banks, the liquidity is ample and way beyond minimum regulatory requirements, as shown in high LCR and NSFR and low LDR.

C. Earnings (point 3)
6. RoA of the banking industry for the past three years has improving trend from 1.6% in 2020 to 1.8% in 2021 to 2.4% in 2023. This is consistent with enhancing trends in selected traditional banks, i.e., BCA with RoA of 3.3% in 2020 to 3.9% in 2022; CIMB Niaga from 22% in 2020 to 23% in 2023 and 22% in 2022; while Danamon with 1% RoA in 2020 to 1.2% in 2021 to 2.3% in 2022.
7. Net Interest Margin (NIM) of Bank Jago and Bank Neo Commerce are higher than the banking industry (Figure 4), selected traditional banks, and Bank BCA Digital.
8. The higher Net Interest Margin aligns with, the higher cost of credit observed for Bank Jago and Bank Neo Commerce.
9. Risk-based pricing principles allow lenders to use credit profile characteristics to charge borrowers interest rates that vary by credit quality. These characteristics are identified in a borrower's loan application and analyzed through risk-based pricing technologies and underwriting procedures. Generally, lenders will focus the risk-based analysis on a borrower's credit score and debt-to-income ratio. However, lenders also closely consider all items on a borrower's credit report, including delinquencies and severe adverse items such as bankruptcy. The higher the credit risk, the higher the interest rate risk would be charged (refer to Table 5 and Table 6).

10. Based on the annual report of each bank, it is observed that Bank Jago and Bank Neo Commerce's business models are mainly Joint financing and Channeling loans of unsecured loans with customers segmentation focussing on Small Businesses & Individuals with low income. While BCA Digital seems to have a similar business model, i.e., Joint financing and Channeling loans, most loan products are working capital loans for MSME customers' invoice financing, working capital for corporate customers, and investment loans in trading, construction, and processing industries. This explains why BCA Digital's credit risk of the loans portfolio is considered lower compared to Bank Jaga and Bank Neo Commerce. While traditional banks, as a universal bank type, have a more diversified business model, mainly consisting of secured loans and complete segment mixes from wholesale banking customers and consumer banking businesses. Hence, the credit risk is much more stable and lower than Digital Bank, which focuses on the Financial Inclusion business model. In line with risk-based pricing principles, this explains why the NIM and CoC of Bank Jago and Bank Neo Commerce are higher compared to other banks and the overall banking industry (see Table 2 for the Risk-based pricing and Table 6 for the summary of business model and impact to relevant vital ratios). Before the rise of digital banks, we observed that financing companies focused on retail individuals' secured loans and tapped the unbankable customers; hence, they also have double digits of NIM, as shown in Figure 5.

Key Indicators of Commerical Banks	2022	2021	2020	22/21	21/20
Number of commercial banks	106	107	109	-0.9%	-1.8%
Total Assets (*Rp trillion*)	11,113	10,112	9,178	9.9%	10.2%
Credit (*Rp trillion*)	6,423	5,821	5,482	10.3%	6.2%
Customer deposits (*Rp trillion*)	8,154	7,479	6,665	9.0%	12.2%
NPL gross	2.7%	3.0%	3.1%	-0.4%	0.0%
CASA	62.7%	61.2%	57.9%	1.5%	3.3%
LDR	78.8%	77.1%	82.5%	1.7%	-5.4%
NIM	4.7%	4.5%	4.5%	0.2%	0.1%
BOPO	78.7%	83.6%	86.6%	-4.9%	-3.0%
RoA	2.4%	1.8%	1.6%	0.6%	0.3%
CAR	25.7%	25.7%	23.9%	0.0%	1.8%

Figure 4: Commercial Bank Performance
Source: Indonesian Banking Statistic 31 December 2020 to 2022, OJK website

Key Indicator	TRADITIONAL BANKS						DIGITAL BANKS								
	Bank CIMB Niaga			Bank Danamon			Bank BCA Digital			Bank Jago			Bank Neo Commerce		
in Rp trillion	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Total Assets	307	311	281	198	192	201	11	6	3	17	12	2	20	11	5
Credit	199	182	175	145	128	134	3	1	-	9	5	1	10	4	4
Customer deposits	227	241	207	127	123	126	7	2	-	8	4	1	14	8	4
NPL gross	2.8%	3.5%	3.6%	2.6%	2.7%	2.8%	0.1%	-	-	1.8%	0.6%	0.0%	2.6%	1.8%	4.1%
NPL net	0.8%	1.2%	1.4%	0.2%	0.4%	0.9%	0.1%	-	-	0.6%	0.0%	0.0%	2.1%	1.2%	2.7%
Provision / Earning Assets	5.1%	5.2%	5.0%	4.6%	4.3%	4.0%	0.6%	0%	-	1.8%	1.1%	4.9%	1.9%	2.0%	3.3%
LDR	86%	74%	83%	91%	85%	84%	47%	91%	-	114%	146%	111%	73%	57%	93%
LCR	231%	264%	235%	153%	187%	188%	N/A	N/A	N/A	874%	1769%	N/A	N/A	N/A	N/A
NSFR	120%	126%	120%	131%	141%	144%	N/A	N/A	N/A	186%	232%	N/A	N/A	N/A	N/A
NIM	4.7%	4.9%	4.9%	8.0%	7.7%	7.5%	3.4%	3.9%	4.8%	10.5%	7.4%	4.7%	13.8%	5.2%	4.0%
CoC	1.8%	2.4%	2.8%	2.4%	4.4%	4.8%	0.6%	0.3%	0.0%	3.0%	1.2%	N/A	8.7%	3.0%	N/A
Risk adjusted NIM	4.6%	3.5%	4.0%	5.6%	3.3%	4.0%	2.8%	3.6%	4.8%	7.4%	6.3%	N/A	5.1%	2.2%	N/A
BOPO	74%	79%	89%	73%	87%	89%	115%	136%	43%	99%	99%	261%	127%	224%	97%
Cost to Income Ratio (CIR)	45%	47%	49%	54%	51%	49%	109%	138%	31%	72%	89%	357%	87%	254%	109%
Total Employees	11,767	12,017	12,899	26,184	25,866	25,350	292	246	102	446	371	255	1,016	641	553
Total Office / Branches	417	427	451	879	864	846	7	7	7	5	5	7	21	21	31
Total ATM & CDM	3,278	3,563	4,316	1,408	1,471	1,487	-	-	-	4	4	5	10	11	15
RoA	2.2%	1.9%	1.1%	2.3%	1.2%	1.0%	-0.8%	-1.2%	3.4%	0.1%	0.1%	-11.3%	-5.2%	-13.7%	0.3%
CAR	22%	23%	22%	26%	27%	25%	97%	257%	821%	83%	170%	91%	37%	55%	33%

Key Indicator	CIMB Niaga Finance			Adira Dinamika Multi Finance		
	2022	2021	2020	2022	2021	2020
Total Assets	6	5	4	25	24	29
Credit	6	4	3	18	18	
Customer deposits	5	3	2	15	15	21
NPL gross	2.7%	3.0%	3.1%	1.7%	2.5%	0.9%
NIM	13.5%	15.5%	13.9%	28.7%	26.3%	23.0%
CoC	0.8%	-0.9%	1.0%	7.7%	10.0%	9.4%
Risk adjusted NIM	4.6%	3.5%	4.0%	4.6%	3.5%	4.0%
RoA	6.7%	7.5%	7.0%	8.6%	6.3%	4.5%

Figure 5: Sampled Banks and Financing Companies' Performance 2020 to 2022
Source: Annual report of respective Company for the year 2020 to 2022

Table 4: Analysis of Business Models and Financial Ratios of selected Digital Banks, Traditional Banks, and Finance Companies

Description	Digital Banks			Traditional Banks			Finance Companies	
	Bank Jago	Bank Neo Commerce	BCA Digital	BCA	Bank CIMB Niaga	Bank Danamon	CIMB Niaga Finance	Adira Dinamika Finance
Main Business Model - Lending	Joint financing and Channeling loans	Joint financing and Channeling loans	Joint financing and Channeling loans	Universal bank	Universal bank	Universal bank	Auto loans	Auto loans
Type of loans based on collateral	Unsecured loans	Unsecured loans	Mostly secured loans	Mostly secured loans	Mostly secured loans	Mostly secured loans	Mostly secured loans	Mostly secured loans
Segment mix	Small Businesses & Individuals with low-income	Small Businesses & Individuals with low-income	Small Businesses, Corporate & Individuals	Wholesale (75%) and Consumer Banking (25%)	Wholesale (66%) and Consumer Banking (34%)	Wholesale (61%); Consumer Banking (9%), Adira Finance (30%)	Small Businesses & Individuals with low-income	Small Businesses & Individuals with low-income
Total assets (in Rp billion)	16,965	19,694	11,055	1,283,366	301,516	197,730	6,403	24,897
NIM (a)	10.45%	13.83%	3.36%	5.34%	4.49%	7.7%	13.51%	28.70%
Cost of credit (b)	3.03%	8.72%	0.58%	0.39%	1.19%	2.4%	Not disclosed	Not disclosed
Risk-adjusted NIM (c=a-b)	7.42%	5.11%	2.78%	4.95%	3.30%	5.3%	Not disclosed	Not disclosed
Non-interest income (d)	0.60%	3.72%	0.34%	1.86%	1.81%	Not disclosed	Not disclosed	Not disclosed

Risk-adjusted income (e=c+d)	8.02%	8.83%	3.12%	6.81%	5.11%	Not disclosed	Not disclosed	Not disclosed
RoA	0.14%	-5.20%	-0.83%	3.91%	2.06%	2.3%	6.70%	8.60%
RoE	0.21%	-32.67%	-1.80%	21.70%	12.51%	8.3%	20.1%	17.4%
BOPO	99.19%	127.28%	114.90%	46.54%	74.44%	72.9%	47.9%	75.5%
CIR	71.67%	86.62%	106.60%	36.10%	45.29%	50.1%	35.02%	Not disclosed

Source: Annual Report, Analyst Meeting, and other relevant information from the company's website for the year 2022

Table 5: Analysis of Lending Rates of selected Digital Banks, Traditional Banks, and Finance Companies

	Corporate Loan	**Retail Loan**	**Micro Financing**	**Mortgage**	**Non-Mortgage (excluding credit card and personal loans)**
Bank Jago	8.72%	11.89%	11.75%		**13.74%**
Bank Neo Commerce	11.19%	11.94%	12.19%	11.29%	15.37%
BCA Digital	13.12%	13.12%	-	13.12%	13.12%
BCA	7.95%	8.2%		7.2%	5.96%
CIMB Nıaga	8%	8.75%	-	7.25%	8.5%
Danamon	8.5%	9%	-	8.25%	9.25%

Source: 2022 Annual Report of each company

Table 6: Summary of Average Lending Rate, Tenor and Consumptive Loans Proportion

Name of Companies	**Annual average lending interest rate**				
	Demand Loans	**Working capital, investment loans, consumer loans**	**Average in total**	**Tenor based on loan agreement – up to 1 year over total loans**	**Consumptive loans to total loans**
Bank Jago	N/A	N/A	14.49%	66%	29%
Bank Neo Commerce	9.6%	46.39%	N/A	83%	80%
BCA Digital	N/A	N/A	N/A	8.4%	30%
BCA	N/A	N/A	7.35%	36%	18%
CIMB Nıaga	N/A	N/A	7.89%	18%	27%
Danamon	N/A	N/A	7.63%	N/A	24%
CIMB Nıaga Finance	N/A	N/A	17.3%	34%	N/A
Adira Dinamika Multi Finance	N/A	N/A	Cars 18.5% Motorcycles 34.81% Durable goods 62.13% Others 34.07%	47%	N/A

Source: 2022 Annual Report of each company

CONCLUSION

The significant differences in financial posture and financial ratios between digital banks and traditional banks are mainly due to the following:

1. The business model adopted, which has impacted different loan and funding strategies;

2. Risk-based pricing policy for loans that impact the provision for loan impairment needs to be booked based on prevailing accounting standards..e need to consider historical losses and expected losses;
3. Cost strategy impacts the different cost structures, personnel composition, IT cost, premises (physical branch offices and ATM), marketing cost, etc.

The financial ratio of the banks depends on the following:

1. Cycle of the bank (early periods of stability).
2. Business model -> single business model vs. well-diversified business model
3. Commercial arrangement, i.e., with credit insurance, transfer of credit risk (see in the annual report).

The financial ratios reflect the business strategy as well as the risk management (prudent vs. optimistic), which cover the main financial risk management liquidity risk and credit risk, as well as the asset, liability, and capital management which determine the sustainability of return as generated from the opted business model and business strategy execution.
The current problem is that some news negatively perceives the uniqueness of digital banks' financial ratios, particularly compared to traditional banks. This study aims to analyze and measure the financial ratios of three digital banks, three traditional banks, and two financing companies. Any misleading perception might trigger negative public sentiments toward digital banks. Hence, alignment among regulators, government, and relevant stakeholders is critical.

RECOMMENDATION

Financial inclusion has become a national strategy to encourage Indonesia's economic growth and reduce inequality between individuals and regions to realize the Indonesian people's welfare as prescribed under Presidential Regulation 114 of 2020. This goal has been aligned at the "framework and strategy" level among regulators and government bodies as stipulated in the "Roadmap of Indonesian Banking Development 2020-2025 (RP2I)" as designed by the Financial Services Authority (OJK) and Bank Indonesia Regulation (PBI) No. 24/3/PBI/2022 concerning the Macroprudential Inclusive Financing Ratio (RPIM) for Conventional Commercial Banks, Sharia Banks, and Sharia Business Units, effective from 3 January 2022.
From the above Macroprudential Inclusive Financing Ratio (RPIM) policy framework, the banking industry has three options to achieve the ratio. The second option drives the increasing growth of digital banks whose business model collaborates with financing companies and P2P to provide unsecured loans to unbanked customers. As both BI and OJK aimed, Digital Economy Inclusion also acknowledged that Digital Financial Services Ecosystem needs to collaborate to achieve this goal.
Notwithstanding the preceding, the alignment at the policy level is needed to accommodate, facilitate, and protect the banks' business model and other Digital Financial Services Ecosystem. Some critical questions and different opinions towards this collaboration might be answered by the government, for instance:

1. Are digital banks expected to have the same critical financial ratios as established traditional banks? If yes, it implies that all digital banks should adopt a universal bank business model, i.e., have wholesale banking and serve corporate and multinational companies. At the same time, the background of digital economy inclusion is how to increase financial inclusion and serve the underserved population. It leads to whether the digital bank can only focus on serving the underserves, i.e., MSMEs and low-income individuals (refer to the unbanked customer segment's characteristics in the introduction section). This will impact the overall strategy of digital banks, which will be translated

into capital management strategy and resource utilization. Digital banks do not need to invest in wholesale banking infrastructure, as existing banks have catered to this segment. The purpose of digital banks is to close the gap in the banking industry due to limited capabilities to serve the underserved.

2. Is there any umbrella policy to incorporate and facilitate the collaboration between banks and Non-Bank Financial Institutions such as financing companies and P2P to provide unsecured loans to unbanked customers? For instance, a double-digit NIM is acceptable for financing companies. Whenever the banks collaborate with financing companies through channeling and joint financing schemes, it is reasonable that their customer segment, credit risk characteristics, and risk-based pricing will be like financing companies.
3. What is the alignment at the policy level between OJK in the banking sector and the NBFI sector to facilitate this collaboration, including educating customers and relevant stakeholders? This is to avoid misleading perceptions which might trigger negative public sentiments toward digital banks. Hence, alignment among regulators, government, and relevant stakeholders is critical.

Some suggestions are:

1. The regulators and stakeholders need to understand each bank's business model, including the combination of product and segment, rather than directly comparing the ratio of traditional and digital banks.
2. Some ratios need to be analyzed together, for instance, NIM and CoC as Risk-Adjusted NIM, in line with risk-based pricing principles.
3. The alignment of understanding among OJK and the government regarding whether the digital bank should have a diversified business model like existing banks rather than having a focused retail business model
4. Regulators may consider requiring the banks to provide more granular information on average lending rates and write off over respective disbursement by below crucial product for all nine (9) customer segments (NBFI, corporate, commercials, MSME enterprise, ME individuals, Small Business individuals, Micro individual, non-low-income individual, low-income earner financing) as follows:
    a. Investment loans for corporate, commercials, MSME enterprises, MSME individuals
    b. Working capital loans
    c. Mortgage
    d. Auto loans
    e. Credit cards
    f. Unsecured cash loans

The regulator may consider analyzing the risk profile by product type and different customer segments captured by write-off by each corresponding disbursement to have more accurate risk-based pricing by each credit risk characteristic rather than analyzing at the bank-wide level and high-level comparison. This is because the credit risk characteristics of unbanked populations are significantly different from existing bankable customers and hence require other loan terms, i.e., shorter tenor and higher interest rate to cover higher losses of this loan type.

LIMITATION

Banks and the public have limited access to NIM, average interest rates, and risk premium by each type of general banking product and customer segment, which can be used as a reference for "acceptable credit risk appetite" from a regulatory perspective. Current published

information on Prime Lending Rates (Table 5) and Average Lending rates Loans Composition (Table 6) is considered insufficient. Nonetheless, some research and informal surveys have been conducted to support risk-based pricing and its impact on NIM and digital banks' credit cost. The understanding of this risk-based pricing will have a strong correlation with RBBR of the banks in the three aspects, as follows: commercial part (a product must be sustainable/generate a reasonable profit, including interest factors and fees or total relationship), risk aspects (considering the lifetime losses, according to the Basel framework) and financial aspect (ECL based on PSAK 71 with Expected Credit Loss).

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The Influence of Price, Product Quality, Accessibility and Health Consciousness as a Moderating Variable on Buying Intention: Evident of Small Packaging Mixed Flour XYZ at PT. X

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ABSTRACT

In today's highly competitive global business environment, customer acquisition and retention are essential for success. Customer satisfaction is a crucial factor in achieving this objective. With changes in consumer lifestyles, there is a growing demand for instant food, and people prefer food that is easy and convenient to prepare. PT X is a company that produces instant mixed flour under the brand name XYZ and is currently focused on increasing its sales. Therefore, it is necessary conduct a study on consumer buying intention. However, more research is needed to examine the influence of price, product quality, and accessibility on the buying intention for mixed flour while also checking health consciousness as a moderating variable. This research was conducted through a survey among 134 respondents, and the results were analyzed using PLS-SEM. The results indicate that to increase sales, it is necessary to pay attention to the role of accessibility and consumer health consciousness, which significantly influence buying intention. While price and product quality do not have a significant influence on buying intention. Moreover, health consciousness as a moderating variable strengthens the influence of accessibility on buying intention.

Keywords: Price, Product Quality, Accessibility, Health Consciousness, Buying Intention

INTRODUCTION

The growth of the mixed flour industry continues to increase, the estimated value of the global prepared flour mixed market in 2021 was approximately USD 27.28 billion with a projected increase to USD 29.23 billion in 2022. Furthermore, the global prepared flour mixes market is expected to grow at a compound annual growth rate of 8.0% from 2022 to 2030 to reach USD 54.34 billion by 2030. Figure 1.1 shows the global growth of the mixed flour industry

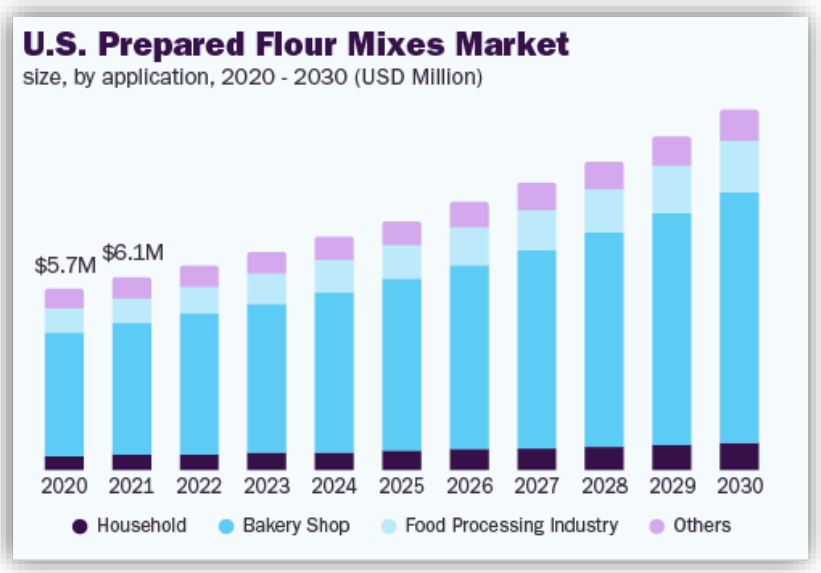


Figure 1.1 Global Growth of Mixed Flour Industry
(*Source: www.grandviewresearch*)

The global growth of the mixed flour industry is not in line with the growth of XYZ mixed flour products at PT X. The XYZ brand was introduced to the market in 2016, but over the course of seven quarters, it experienced a consistent decline in sales. Figure 1.2 shows of the sales data for XYZ's instant mixed flour products.

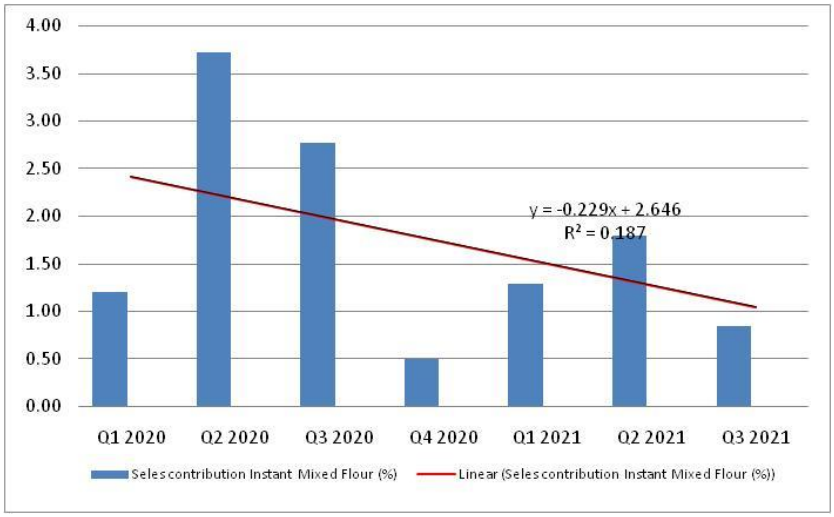


Figure 1.2 Sales contributions (%) of instant mixed flour XYZ 2020-2021
(*Source: Author, 2022*)

Figure 1.2 illustrates a consistent decline of 23% in the sales contribution of XYZ's instant mixed flour over the past seven quarters. In order to enhance the sales growth of this product, it is crucial to develop a comprehensive improvement strategy. To achieve this, the research will primarily concentrate on analyzing customer behavior as the central approach. Has the XYZ instant mixed flour fulfilled the requirement of consumers? So this research aims to examine the influence of price, product quality, accessibility, and health consciousness as moderating variables on buying intention for mixed flour

LITERATURE REVIEW

Consumer Behavior

According to Kotler and Keller (2020), consumer behavior is the field of study that explores how individuals, groups, and organizations make choices, acquire, use, and seek satisfaction from products, services, ideas, or experiences to fulfill their desires and needs. Similarly, Hawkins and David (2010) define consumer behavior as a scientific discipline that investigates how individuals select, utilize, and employ products, services, ideas, or experiences in order to meet their wants and needs.

According to Blackwell et al. (2001), consumer satisfaction is influenced by their perceived value, which encompasses factors like price, product quality, service quality, and corporate image. It is argued by some theorists that the uniqueness of a product plays a crucial role in developing, maintaining, and comprehending the factors that impact customer satisfaction. For consumers to be satisfied, they need to understand the product and align with the company's standards. Furthermore, consumer behavior can be accessed from two perspectives: the factors that influence the buying process and the decision-making process related to consumer purchases.

One model of purchasing behavior that is quite influential where this model emphasizes the processes of influencing consumer behavior is as Figure 2.1

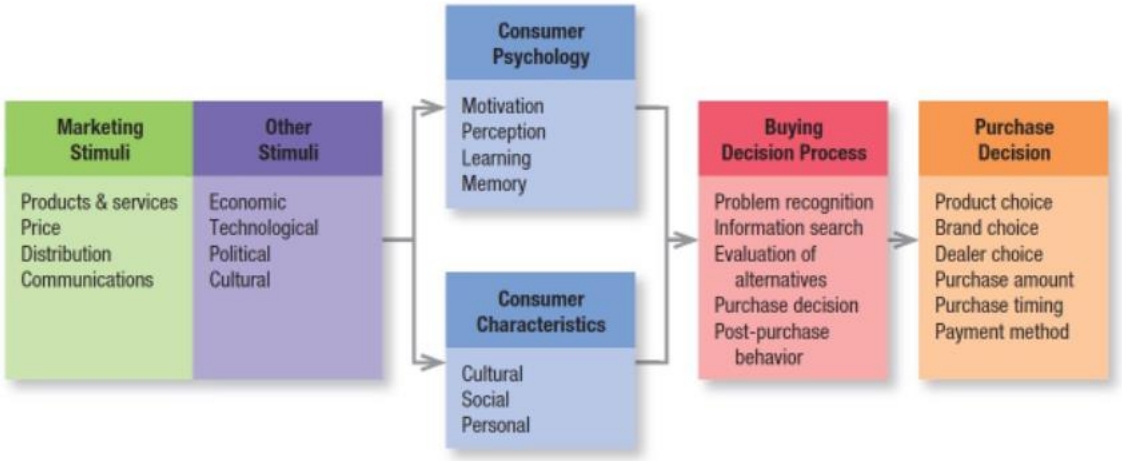


Figure 2.1 Consumer Behavior Model (Kotler & Armstrong, 2019)

Buying decisions are common things consumers consider in the process of fulfilling products and services. In most people, consumer buying behavior is often initiated and influenced by many stimuli from outside themselves, both in the form of marketing stimuli and from other environments. The stages in the consumer purchase decision process according to Kotler & Armstrong (2019) are presented in Figure 2.2

Figure 2.2 Consumer Purchase Decision stages (Kotler & Armstrong, 2019)

Price

According to conventional economic theory, the cost of a product must be considered when determining its price. Higher prices negatively impact product evaluations and purchase intentions because they increase the perception of economic costs (Mahrinasari MS, 2020). According to Molinillo et al. (2020), the price of a product serves as a significant determinant of a customer's purchase intention. One method to assess the perceived price is by examining a customer's willingness to pay a premium for the product.

Product Quality

Delivering quality is of utmost importance for businesses, as it is a vital factor in gaining a competitive edge. Quality serves as a crucial link between customer expectations and business goals. Consistently providing high-quality products or services enables businesses to outperform their competitors, as satisfied customers are more inclined to demonstrate financial support, trust, loyalty, and commitment (Hartanto, 2019).

Research by Dwiantari (2020) and Wijaya & Nurcaya (2017) confirms that both product quality and service quality contribute to customer satisfaction. Furthermore, quality has an indirect but noteworthy impact on a company's marketing performance or overall performance. According to Kotler and Keller (2020), product quality is associated with the functional capabilities of a product, which in turn generates benefits for its users. In essence, product quality encompasses attributes such as reliability, convenience, innovation (allowing for cost reduction), and other values that provide benefits to customers.

Accessibility

As stated by Warren J. Keegan (2003), a distribution channel refers to the path used by producers to deliver their products from the producers to the end consumers or industrial users. It is a component of marketing channels that focuses on the distribution of products to meet consumer or industrial demand. The purpose of distribution, as a marketing strategy, is to facilitate producers in providing goods and services to customers in accordance with their

specific requirements, including type, quantity, price, location, and timing. In essence, the distribution process is a marketing endeavor that aims to streamline the physical and non-physical movement within marketing channels (Tjiptono, 2008). The flow of marketing encompasses the activities involved in the movement among marketing institutions during the marketing process. This includes various flows such as the physical flow of goods, ownership flow, information flow, promotion flow, negotiation flow, payment flow, funding flow, and risk coverage flow.

Health Consciousness

The global COVID-19 pandemic in 2020 has brought about significant changes in people's lifestyles. Individuals are now inclined towards making healthier food choices as improper dietary habits can make them more susceptible to the virus itself (Bracale and Vaccaro, 2020). There is an increasing consumer focus on nutrition, health, and the quality of the food they consume (Gil, 2000). This heightened awareness has also led to a surge in demand for organic food products, as highlighted by Phuah et al. (2011). Worldwide, consumers are altering their food purchasing behaviors to prioritize healthier options, driven by a greater understanding of the importance of health and nutrition (Maehle et al., 2015; Chamhuri and Batt, 2015; Rana and Paul, 2017; Yu et al., 2018). This shift in consumer behavior is influenced by evolving lifestyles, increased awareness of the benefits of health and wellness foods, and a desire to maintain overall well-being (Crofton et al., 2013; Ali et al., 2018; Wang et al., 2018). Consequently, consumers are recognizing the significance of consuming nutritious foods to support their overall health and well-being.

RESEARCH FRAMEWORK

Based on the description above, the research framework for this study has been formulated utilizing a consumer behavior model (Kotler & Armstrong, 2019). As previously stated, the study aims to investigate the impact of price, product quality, and health consciousness on the buying intention of mixed flour products. The dependent variable in this framework is the buying intention, while the moderating variable is health consciousness. The independent variables include product quality, price, and accessibility. The framework is shown below:

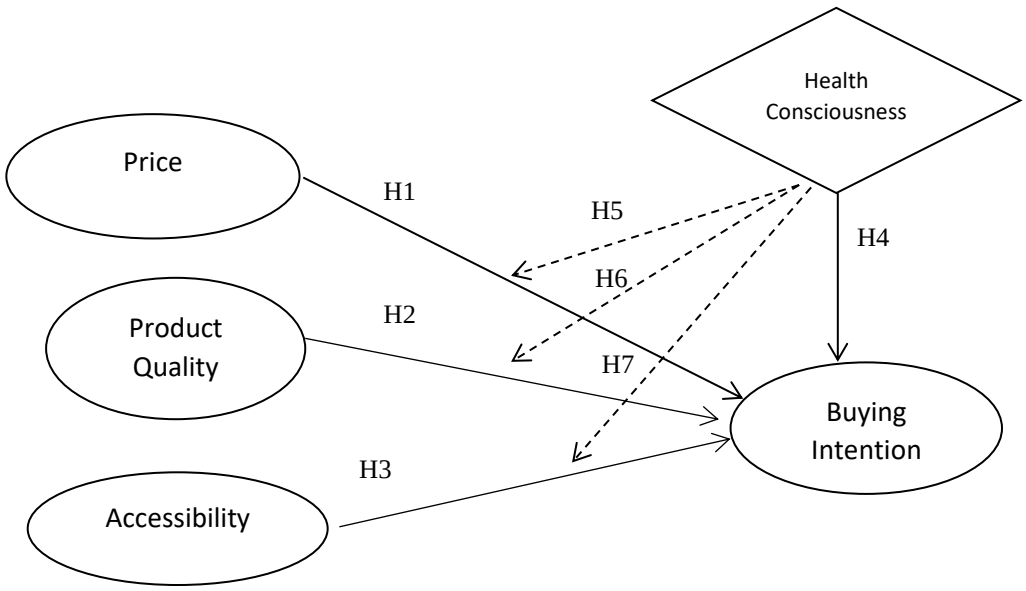


Figure 2.3 Research Framework (*Author, 2023*)

Based on the research framework, there are several hypotheses to examine:

H1: Price has a negative effect on buying intention
H2: Product Quality has a positive effect on buying intention
H3: Accessibility has a positive effect on buying intention
H4: Health Consciousness has a positive effect on buying intention
H5: Health Consciousness has moderating effect on product quality to buying intention
H6: Health Consciousness has moderating effect on price to buying intention
H7: Health Consciousness has moderating effect on accessibility to buying intention

RESEARCH METHODOLOGY

This research using two types of data and information. Primary data is data received directly from the source (respondents of the survey) in individual viewpoints to solve research difficulties. Meanwhile, secondary data is data that has been managed by other parties and obtained by studying references, books, and several other kinds of literature related to the variables in this study. Collection data using a survey (likert scale of 1-5) in the form of a designed questionnaire will be distributed to consumers who have used mixed flour in the Greater Jakarta (Jakarta, Bogor, Depok, Tangerang, Bekasi) area. The technique sampling used in this study is non-probability sampling with purposive sampling. A survey was conducted among 134 respondents, and the data were analyzed using PLS SEM. The variables are calculated using the following variables and their sources are presented in table 3.1 below:

Table 3.1 Operational Variable

Variable	Item	Measurement Item	Source
Price (P)	P1	Product prices affordable by consumers	Stanton (1994)
	P2	The price of the product is lower than other products	
	P3	The price of the product is in accordance with the quality obtained	
	P4	The price offered is in accordance with the benefits	
Product Quality (PQ)	PQ1	Has a good and interesting taste	Sangadji and Sopiah (2013)
	PQ2	A simple and practical way of cooking	
	PQ3	Has a variety of flavors	
	PQ4	Has a variety application of cooking	
	PQ5	The size of the product in the package corresponds to the standard cooking portion	
	PQ6	Attractive color packaging	
	PQ7	The product has a long shelf life	
	HC1	I'm very self-conscious about my health	

Health Consciousness (HC)	HC2	I'm aware of the state of my health as i go through the day	Samala Nagaraj (2020)
	HC3	I take responsibility for the state of my health	
	HC4	I'm alert to change in my health	

Variable	Item	Measurement Item	Source
Accessibility (A)	A1	Were available in more store	Barbara et al (2015)
	A2	Were available closer to home	
	A3	Were cheaper	
	A4	Were have benefit of health but far	
Buying Intention (BI)	BI1	Looking for more information about the product	Haubl (1996)
	BI2	Willingness to understand the product	
	BI3	Desire to try the product	
	BI4	Re-visits to places that sell products	
	BI5	Have a desire to recommend the product	

Researchers will describe the demographic profile of respondents. This will be followed by data tracing which involves handling missing data and outliers. Data on gender, age, education, and profession of the survey will be explained in tables, charts, and graphs. Descriptive statistical analysis represents the general view of the survey responses by showing the main measures of variables such as mean, standard deviation, variance, kurtosis and skewness. PLS-SEM (Partial Least Square – Structural Equation Modeling) is a method for building a predictive model when the factors are many and highly collide. This gives a value of R^2 and indicates the significance of the relationship between constructs.

To use the SEM method for analysis, the researcher must first do a model analysis. The two components of the analysis are the measurement model and the structural model. Measurement models are utilized to assess the existing indicators of variables and can also serve as a means of evaluating construct validity. On the other hand, the structural model is used to analyze the connection between independent and dependent variables (Wong, 2013). PLS estimates parameters and predicts causality without making any assumptions about distributions.

Hypothesis testing is done by looking at the partial test results for each variable. The size of the significance of the hypothesis support can be used to compare the values of the t-table and t-statistics. Whether there is an effect of exogenous variables on endogenous variables can be seen from the t-statistic value compared to the t-table value, if the t-statistic value is greater than the t-table value, it is significant. On the other hand, if the t-statistic value is smaller than the t-table value it is not significant. In this study, for the 95% confidence level (α 0.05), the t-table value for the one-tailed hypothesis was 1.65 (Hair et.al., 2014).

DATA ANALYSIS AND DISCUSSION

Step of data analysis was shown on Figure 4.1

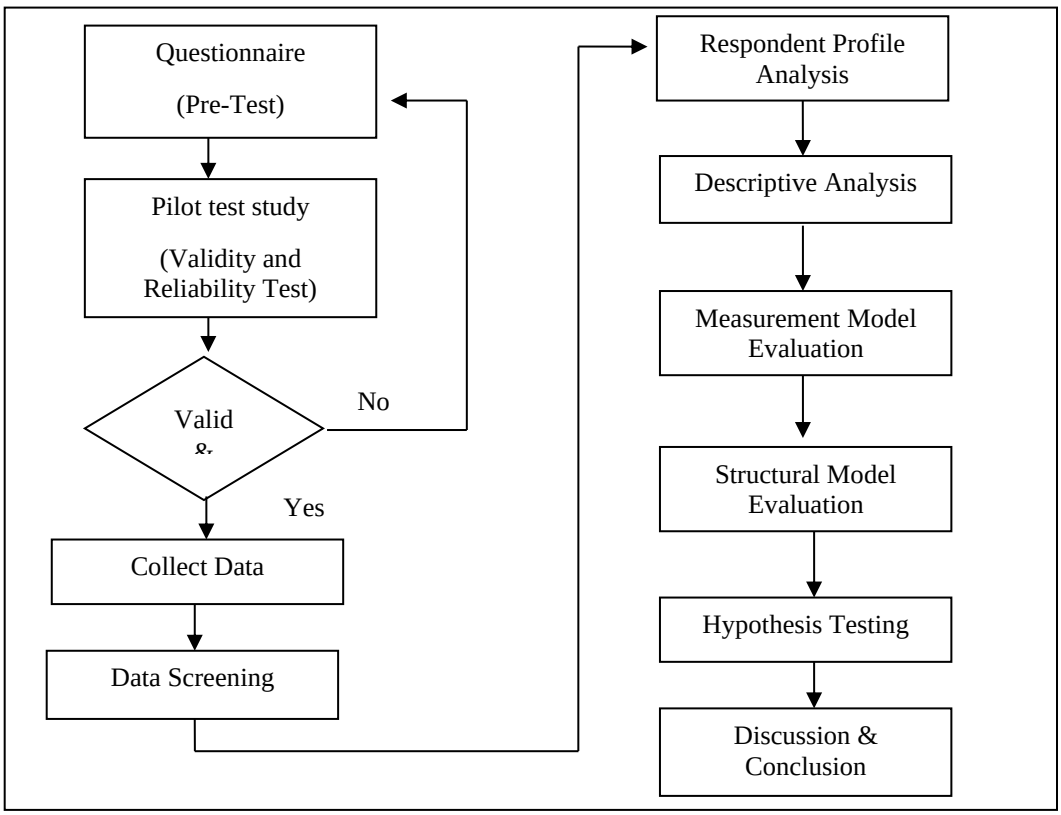


Figure 4.1 Step of Data Analysis *(Source: Author 2023)*

Validity and Reliability

Internal reliability values (Cronbach's alpha) and validity indicate that both test met the minimum requirements, with values above 0.3 for Pearson's Correlation and above 0.7 for Cronbach's alpha. As a result, the author proceeded to distribute the questionnaire to a larger of respondents.

Respondent Profile

Respondent profiles are utilized to offer a comprehensive overview of the characteristics of sample, which facilitates the analysis of research findings by researchers. In this particular study, a sample of 134 respondents was selected and grouped by their gender, age, level education, occupation, and income. Profile respondent is shown in Table 4.1.

Table 4.1 Profile Respondent

Variable	Category	Amount	Percentage (%)
Gender	Male	18	13.4
	Female	116	86.6

Table 4.1 Profile Respondent

	Category	Amount	Percentage (%)
Age	15-25	1	0.75
	26-41	86	64.18
	42-57	47	35.07
	>58	0	0.00
Education	Junior High School	2	1.49
	Senior High School	22	16.42
	Bachelor Degree	87	64.93
	Master Degree	22	16.42
	Doctoral Degree	1	0.75
Occupation	Student	1	0.75
	Employee	55	41.04
	Entrepreneurs	7	5.22
	Housewife	45	33.58
	Others	26	19.40
Income Level	2.000.000-4.000.000	54	40.30
	4.000.001-6.000.000	15	11.19
	6.000.001-10.000.000	22	16.42
	>10.000.001	43	32.09

Descriptive Statistics

The descriptive statistics of the indicator variables from SmartPLS which shows the amount of data, minimum, maximum, mean, standard deviation, skewness, and kurtosis. When the standard deviation of a variable in SmartPLS is lower than its mean value, its indicates that the data points are closely clustered around the mean and there are fewer extreme or outliner values. This suggests that the data is more consistent and less variable in comparison to when the standard deviation is higher than the mean. Descriptive statistics velue shown that the minimum response for every indicator was 1 and the maximum was 5, it appears that the majority of respondents tended to answer with a score of 4 or 5 on the likert scale.

Measurement Model Evaluation

The testing of this study used Partial Least Square (PLS) analysis with SmartPLS 4.0. The measurement of research variables for the structural model used reflective constructs. The following is a figure of the estimated PLS model.

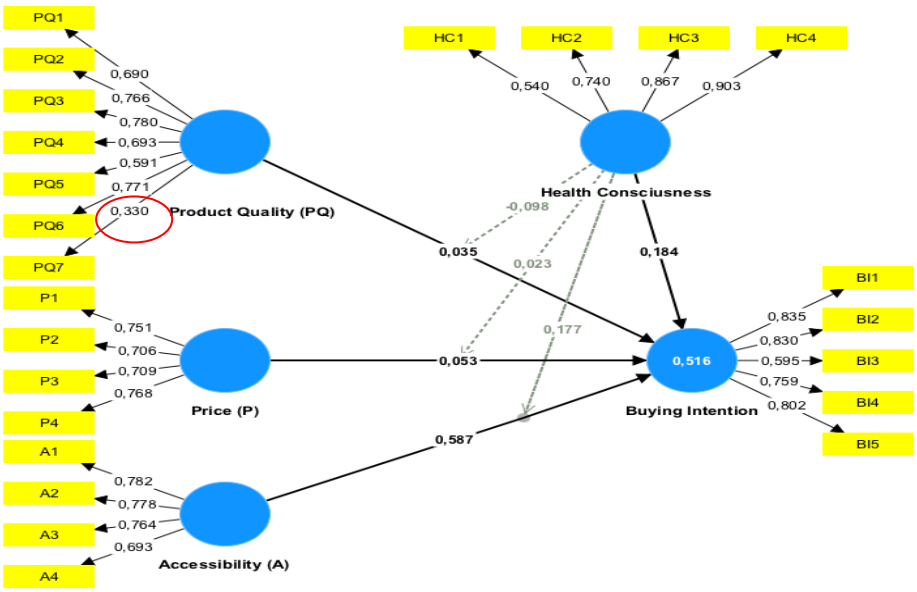


Figure 4.2. Estimated PLS Model (Source: PLS-SEM Report by Author (2023))

Based on the figure 4.2 above, indicator PQ7 had loading factor of less than 0.5 meaning that these indicators were not valid and needed to be eliminated. Figure 4.3 showed the modified model in which PQ7 indicator had been eliminated and the author used this model for further process.

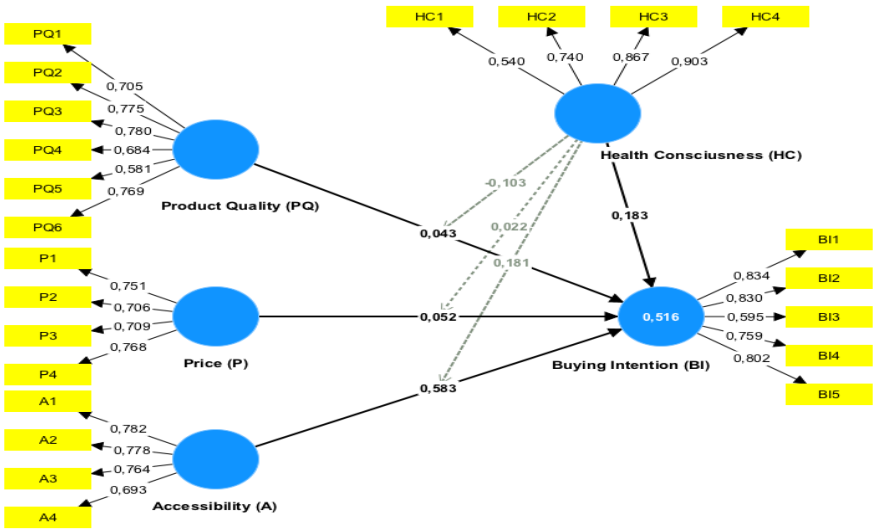


Figure 4.3. Modified PLS Model by Eliminated Indicator PQ7

(Source: PLS-SEM Report by Author (2023))

The discriminant validity testing can be determined by examining the cross-loading value. A model has good discriminant validity when each indicator has the highest cross-loading value on its own variable compared to other variables in the model. all values of indicators and variables fulfilled the cross-loading criteria. Indicating that discriminant validity based on cross loadings was achieved. According to the Fornell criteria, Larcker's condition requires the square root of each construct's AVE to be greater than its highest correlation with any other

construct. Additionally, to evaluate the convergence validity of the measurement model with reflexive indicator, the relationship between the item score/component score and the construct score derived by PLS is assessed. All value HTMT less than 0.9, its meaning that the discriminant validity between variable price, product quality, accessibility and health consciousness based on HTMT criteria was achieved discriminate validity. It also shown that discriminate validity met with all method (the Fornell-Larcker Criterion, Cross-Loading, and HTMT method).

Cronbach's alpha values that were greater than 0.70 for all indicators and variables indicating that the model has internal consistency. The Composite Reliability (CR) values were above 0.6, indicating that the measurement model had very high reliability (Ghozali, (2015)). The result shown that all of variable price, product quality, accessibility, health consciousness and buying intention have accuracy, precision and consistency.

Structural Model Evaluation

Murti et al. (2022) suggest that assessing the structural model can be accomplished through several methods, including collinearity measurement using VIF, determination of path coefficient (β), evaluation of the coefficient of determination (R^2), and analysis of effect sizes (f^2).

The coefficient of determination, or R^2 is utilized to measure the variance of the dependent variable in response to changes in the independent variable. A weak, moderate or significant relationship between R^2 value of 0.25, 0.5 or 0.75, respectively might be used to describe to strength of the endogenous variable (Murti et al., 2022) (Hair Jr et al., 2014). The value of the coefficient of determination (R^2) and effect size (f^2) shown on Table 4.2 and 4.3.

Table 4.2 The value of coefficient of determinant (R^2)

Variable	R-square	Category
Buying Intention	0.516	Moderate

Source: PLS-SEM Report by Author (2023)

Table 4.2 indicated that buying intention variable has an R^2 value of 0.516. This implies that 51.6% of variation in buying intention can be explained by knowledge of price, product quality, accessibility, and health consciousness by 51.6%, while the remaining 48.4% is attributed to other variables that are not included in the model. According to Murti et al., (2022) and Hair Jr et al., (2014), an R^2 value greater than 0.5 can be classified as having a moderate relationship.

Table 4.3 The value of effect size (f^2)

Effect	f^2	Category
Accessibility → Buying Intention	0.419	Large
Health Consciousness →Buying Intention	0.050	Weak
Price → Buying Intention	0.005	Weak

Table 4.3 The value of effect size (f^2)

Effect	f^2	Category
Product Quality →Buying Intention	0.002	Weak

Health Consciousness x Price → Buying Intention	0.001	Weak
Health Consciousness x Product Quality → Buying Intention	0.012	Weak
Health Consciousness x Accessibility → Buying Intention	0.035	Weak

Source: PLS-SEM Report by Author (2023)

According Cohen et al., (1988) the f^2 value of 0.02, 0.15 and 0.35 could be interpreted whether the predictors of the laten variable have weak, medium or large influence at the structural level. The value f^2 of accessibility to buying intention has large significant impact size (0.419), and another have weak impact size.

Hypothesis Testing

Hypothesis testing is used to see the significance of the independent variable on the dependent variable. The bootstrapping test, which determines the significance of path coefficients (t distribution values) by calculating empirical t values greater than the critical value. According Hair Jr et al. (2014), suggested using 5000 as the bootstrap sample size. SmartPLS4's bootstrapping approach was used to test hypotheses and evaluate the significance and t values of route coefficients. The result of bootstrap is presented on Figure 4.4.

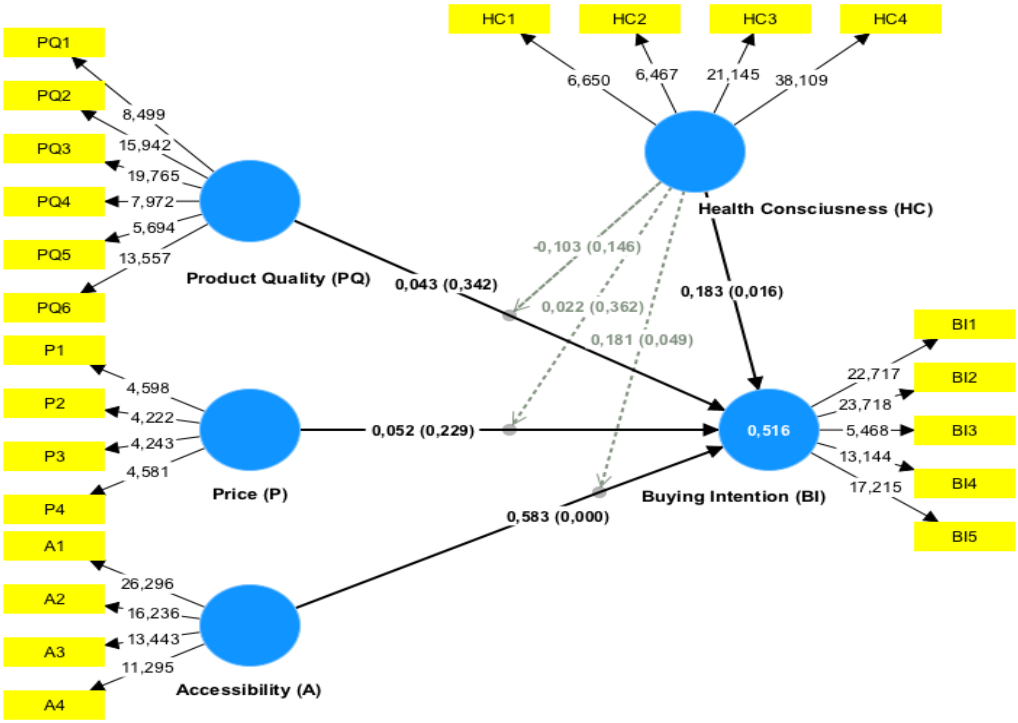


Figure 4.4 Bootstrap testing (Source: PLS-SEM Report by Author (2023))

The independent variable is declared influential if the t-statistical value for the one tail test is greater than 1.65, and the p-value is 0.05 (at 5%), respectively. The result of hypothesis analysis is presented on Table 4.4

Table 4.4 Hypothesis analysis result

Source: PLS-SEM Report by Author (2023)

According to Table 4.4, the path coefficient on the relationship between product quality and buying intention was 0.043 which indicated that the effect was positive. Both the *t*-value of 0.407 (*t*-value < 1.654) and a P value of 0.342 (P value > 0.05) indicated no significant effect or relationship. Therefore, H_1: product quality has positive effect on buying intention of mixed flour is rejected. The path coefficient on the relationship between price and buying intention was 0.052 which indicated that the effect was positive. Both the *t*-value of 0.741 (*t*-value < 1.654) and a P value of 0.229 (P value > 0.05) indicated no significant effect or relationship. Therefore, H_2: price has a negative effect on buying intention of mixed flour is rejected. The path coefficient on the relationship between accessibility and buying intention was 0.583 which indicated that the effect was positive. Both the *t*-value of 4.841 (*t*-value > 1.654) and a P value of 0.000 (P value < 0.05) indicated significant effect or relationship. Therefore, H_3: Accessibility has positive effect on buying intention of mixed flour is accepted.

Effect	Path coefficients	Result	T Value	Result	P values	Result
Product Quality Buying Intention	0.043	Positif	0.407	Not Significant	0.342	Not Significant
Price Buying Intention	0.052	Positif	0.741	Not Significant	0.229	Not Significant
Accessibility Buying Intention	0.583	Positif	**4.841**	**Significant**	**0.000**	**Significant**
Health Consciousness Buying Intention	0.183	Positif	**2.153**	**Significant**	**0.016**	**Significant**
Health Consciousness x Product Quality Buying Intention	-0.103	Negative	1.054	Not Significant	0.146	Not Significant
Health Consciousness x Price Buying Intention	0.022	Positif	0.354	Not Significant	0.362	Not Significant
Health Consciousness x Accessibility Buying Intention	0.181	Positif	**1.656**	**Significant**	**0.049**	**Significant**

The path coefficient on the relationship between health consciousness and buying intention was 0.183 which indicated that the effect was positive. Both the *t*-value of 2.53 (*t*-value > 1.654) and a P value of 0.016 (P value < 0.05) indicated significant effect or relationship. Therefore, H_4: health consciousness has positive effect on buying intention of mixed flour is accepted. The path coefficient on the relationship between health consciousness as moderating effect on product quality and buying intention was -0.103 which indicated that the effect was negative. Both the *t*-value of 1.054 (*t*-value <1.654) and a P value of 0.146 (P value > 0.05) indicated no significant effect or relationship. Therefore, H_5: health consciousness has moderating effect on product quality to buying intention of mixed flour is rejected. The path coefficient on the relationship between health consciousness as moderating effect on price and buying intention was 0.22 which indicated that the effect was positive. Both the *t*-value of 0.354 (*t*-value < 1.654) and a P value of 0.362 (P value > 0.05) indicated no significant effect or relationship. Therefore,

H_6: health consciousness has moderating effect on price to buying intention of mixed flour is rejected. The path coefficient on the relationship between health consciousness as moderating effect on accessibility and buying intention was 0.181 which indicated that the effect was positive. Both the *t*-value of 1.656 (*t*-value > 1.654) and a P value of 0.049 (P value < 0.05) indicated significant effect or relationship. Therefore, H_7: health consciousness has moderating effect on accessibility to buying intention of mixed flour is accepted.

Discussion on Findings

The Effect of Product Quality on Buying Intention

- This study found that product quality has no significant effect on buying intention, and thus the hypothesis is rejected. From the bootstrap testing PLS-SEM results, it is apparent that the PQ3 indicator (diversity of taste variance of mixed flour) has the greatest influence on buying intention in quality products with t-value 19.765, followed by the PQ2 indicator (most practical usage) with t-value 15.942. This indicates that taste variation and ease of use are important factors that affect consumer buying intention when buying quality products of mixed flour.

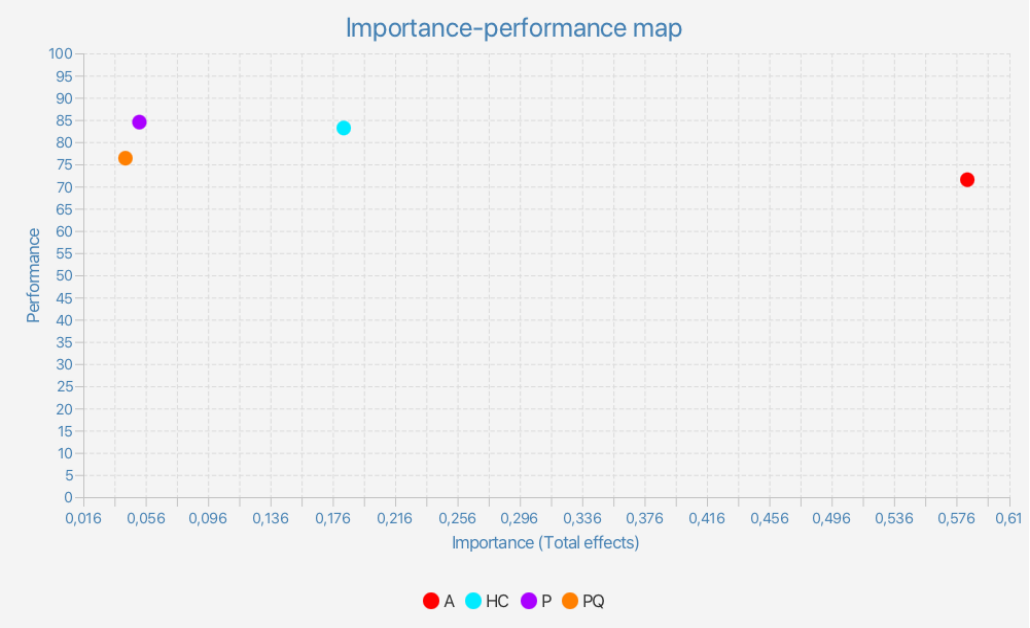
The Effect of Price on Buying Intention

- This study found that price has no significant effect on buying intention, and thus the hypothesis is rejected. Based on the result of the bootstrap testing of PLS SEM, the price indicator has a low t-value in influencing buying intention. The lowest value is found in the PQ2 indicator ("*I will buy mixed flour that is cheaper*") with a value of 4.222. This suggests that the consumers who participated in this study are not sensitive to price.

The Effect of Accessibility on Buying Intention

- This study found that accessibility has significant effect on buying intention, and thus the hypothesis is accepted. To gain a better understanding of which variables contribute significantly to the importance of the variable Buying Intention (BI), an Importance-Performance Map Analysis (IPMA) for BI was calculated using the software SmartPLS4. Figure 4.5 shown important performance map analysis on variable that influence buying intention. It is show that the variable accessibility has the greatest importance in influencing buying intention but lower performance than three other variables. This means that the ease with which consumer can access mixed flour product is the most important factor in determining their likelihood to buy. This analysis suggests that effort to improve the accessibility of mixed flour, such as ensuring that it is available in a variety of retail outlets or offering delivery services, may have the greatest impact on increasing consumer demand for the product.

Figure 4.5 Importance-Performance Map Analysis of Variable (Source: PLS-SEM Report by Author (2023)



The result of the bootstrap testing of PLS SEM show that the accessibility indicator has the highest t-value in influencing buying intention. The indicator with the highest value A1 ("*I will buy mixed flour in the store that has a complete taste variant*") with a value of 26.296, followed by A2 ("*I will buy mixed flour in the store near my home*") with value of 16.236. From this result indicates that the accessibility indicator which represents how easy it is for consumers to purchase mixed flour has the strongest effect on consumer's intention to buy. This means that consumers are more likely to buy mixed flour if it is readily available and accessible to them. The indicator A1, which represents the availability of mixed flour with a complete taste variant, has the strongest effect on buying intention, following by A2 which represents the proximity of the store to the consumer's home. These results suggest that offering mixed flour with a variety of taste and making it available in stores that are conveniently located can positively influence consumers' intention to buy.

Health Consciousness Effect as Moderating Variable

- The direct relationship between product quality and price with buying intention was found to be insignificant in this study. Therefore, the moderating effect of health consciousness on the relationship between product quality and price with buying intention was also found to be insignificant. However, the moderating effect of health consciousness on the relationship between accessibility and buying intention was found to be significant. On the other hand, the direct relationship between health consciousness and buying intention was found to have a significant and positive effect. Slope stability of health consciousness as moderating effect on accessibility to buying intention presented on Figure 4.6

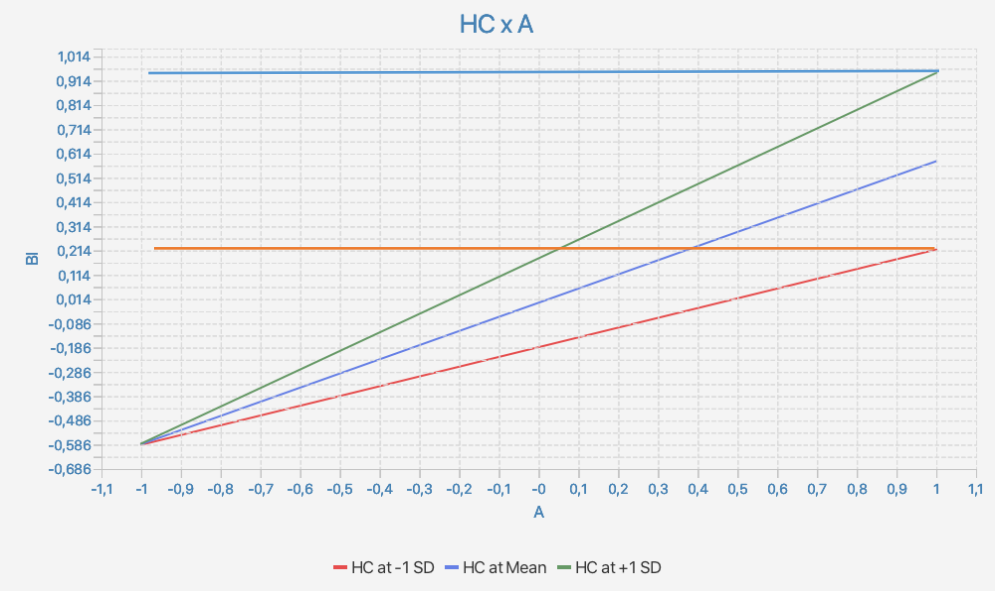


Figure 4.6 Slope Stability of Health Consciousness (HC) as Moderating Effect on Accessibility (A) to Buying Intention (BI). (Source: PLS-SEM Report by Author (2023)

Figure 4.6 illustrates how slope stability of health consciousness at +1 SD has a larger slope than at -1 SD, indicating that higher health consciousness has further strengthens the relationship between accessibility and buying intention.

CONCLUSION AND RECOMMENDATION

Conclusion

The goal of this research is to determine the extent to which product quality (PQ), price (P), and accessibility (A) variables significantly influence consumer buying intentions (BI) or not. we examined the relationship between four independent variables: PQ, P, A and HC and their effect on the dependent variable BI. Based on the PLS SEM analysis, it was found that product quality and price did not have a significant effect on buying intention. Therefore, the results of this study suggest that buyers may be influenced by other factors besides product quality and price when making purchasing decisions. Or the respondent is not price sensitive, The respondent feels that once the desired standard of price and product quality has been obtained, the variables of price and product quality are no longer a priority.

Based on inner model, the indicator with the highest t-value A1 ("*I will buy mixed flour in the store that has a complete taste variant*"), followed by PQ3 ("*I interest buy mixed flour with taste variant*"). From this result indicates that the accessibility indicator which represents how easy it is for consumers to purchase mixed flour has the strongest effect on consumer's intention to buy. This means that consumers are more likely to buy mixed flour if it is readily available and accessible to them. The indicator A1, which represents the availability of mixed flour with a complete taste variant, has the strongest effect on buying intention, inline with PQ3 which represents the variety taste of mixed flour. These results suggest that offering mixed flour with a variety of taste and making it available in stores that are conveniently located can positively influence consumers' intention to buy. The direct relationship between health consciousness and buying intention was found to have a significant and positive effect.

The Theoritical Implication of the Study

Theoretical implication from this study was to reaffirm the application of a classical theoretical consumer behavior model in buying intention by Kotler & Armstrong, 2019. According to this theory, buying intention and buying decision are influenced by marketing stimuli, as well as other stimuli related to consumer psychology and characteristics. In this research, the marketing stimuli used are price, product quality, and accessibility or distribution channels. Communication related to promotion is not included in the study. Meanwhile, other stimuli in this research include health consciousness, among other stimuli such as culture, social factors, and personal consumer characteristics. The researchers acknowledge that the factors used in this study do not fully represent all the factors that influence buying intention.

Managerial Implication

The accessibility indicator has the strongest effect on consumers' intention to buy mixed flour. As a result, the company should focus on improving accessibility to make it easier for consumers to purchase the product by: Increase distribution channels: The company can expand its distribution channels to reach more consumers. This can include partnering with more retailers, online marketplaces, and delivery services to make the product easily accessible to consumers. Improve availability: The Company can ensure that the product is always available in stores or online, and that it is easy to find. This can be done through better inventory management and strategic placement of the product in stores.

The variety taste of mixed flour has also the strongest effect on buying intention, the company should focus on improving the taste and flavor options of the product by: Introduce new flavors, Use high-quality ingredients, Offer recipe suggestions, and Have unit selling point (USP) from the product.

Limitations and Recommendation for Future Study

The author acknowledged that there are several limitations to this study. The sample size of 134 respondents was calculated by using at least 5 times the number of indicator (Sekaran, 2011). While this is enough for PLS-SEM and for this research, more samples can be collected to draw an accurate conclusion for generalization. The respondents were selected from the Greater Jakarta (Jakarta, Bogor, Depok, Tangerang, Bekasi) area. Sampling from a broader area could provide a more diverse representation of respondents.

From the result of this study, the variable of product quality, price, accessibility and health consciousness have a 51.6% influence on buying intention. Another 49.4% is influenced by other factors that are not included in this study.

Future studies are also recommended to investigate another factor that influence buying intention of mixed flour such as another marketing stimulus like advertising or promotion, so the customers have willingness to try new brand/purchase the product. Promotion also can build brand reputation so the product can easily recognize by customer. Another factor can also investigate regarding green life style to implement on packaging concept to reduce waste. The

Company can also conduct market research to understand the taste preferences of their target audience. This can help them create flavors that are tailored to their customers' preferences and needs.

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Towards the Equitable Blue Economy: Quad Helix Innovation for Social Entrepreneurship

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ABSTRACT

Oceans are central to Indonesia's prosperity through economic activities, with more than 17,500 islands, 108,000 kilometers of coastline, and three-quarters of its territory at sea. Indonesia's ocean economy is worth over $256 billion annually, more than one quarter of the national economy. Being the source of food and livelihood to the substantial portion of population, oceans have potential to achieve major sustainable goals of eliminating hunger and poverty. Around five million of Indonesians fishermen live in coastal areas and rely on the ocean for incomes and nutrition, however, these communities are amongst the country's poorest. Although the blue economy policy has been launched in 2021 by the government which includes quota-based measured fishing and development of marine, and coastal fishery, we argue that addressing social benefits and equity for traditional fishermen, is necessary to design and implement as an integral part of the policy, alongside environmental and production concerns. This paper examines the significance of social entrepreneurship by cooperative to foster community development through further social value creation. The model theorizes community development processes namely, community support for co-operative, co-operative readiness, perceived benefit, and quad helix innovation. A concerted effort of quad helix innovation (academicians, industry, government and community) is crucial to work on cooperative development. It contributes to knowledge by illustrating the interactions between fishermen' social enterprises and intervention in the upstream value chain which enablers empowering lives of marginalized people.

Keywords: Co-operative Social Entrepreneurship, Blue Economy, Perceived Benefit, Quad Helix innovation

Introduction

... Perhaps love is like the ocean
Full of conflict, full of change
John Denver

Attention to ocean sustainability has grown steadily since the Earth Summit in 1992 and accelerated with the 2015 adoption of Sustainable Development Goal (SDG) 14: Life Below Water. The Blue Economy has been proposed as an ocean-based counterpart to the Green Economy development plan (Silver, Gray, Campbell, Fairbanks, & Gruby, 2015) to improve human well-being and social equity while achieving environmentally sustainable economic growth (UNEP, 2010). This distinguishes "Blue Economy" from the "Ocean Economy," which comprises any and all economic activity related to oceans. "Blue Economy," is the expansion of this Ocean Economy in a market economy sense with some implied observance of environmental sustainability (Park, Seo, Kildow, & Judith, 2014). The term is used in the discussion of how to best manage the exploitation of marine resources. In Indonesia since the early years (1957), the country has paid attention to the maritime economy as issued in the Djuanda Declaration. It stated that in building the nation and the economy, it must be based on the potential and sovereignty of the archipelagic state. The Declaration reiterated the identity of Indonesia. As the biggest archipelagic country, Indonesia has 17,508 islands which all of its regions rely on and are connected by sea. The Indonesian sea covers 65 percent of the total area of Indonesia with a total ocean area of about 6,400,000 km2. Oceans are central to Indonesia's prosperity, with 108,000 kilometres of coastline, Indonesia's ocean economy is worth over $256 billion annually, more than one quarter of the national economy. Being the source of food and livelihood to the substantial portion of population, oceans have potential to achieve major sustainable goals of eliminating hunger and poverty. However, around 5.23 million fishermen live in coastal areas and rely on the ocean for incomes and nutrition, and these communities are amongst the country's poorest. Similarly, most programs, which have gained recognition and increasingly engage in developing regions, remain focused on environmental sustainability, rather than social sustainability, equity or fairness (Teh et al., 2019). SME marine fisheries they are sometimes excluded from ocean development plans due to their low contribution to GNP (Symes, Phillipson, & Salmi, 2015).

For Blue economy to be a truly useful approach, we argue that social benefits and equity must be explicitly prioritized alongside environmental and economic concerns. Greening the Blue economy is necessary to achieve socially equitable blue economy. It is necessary to encourage the emergence of social entrepreneurship in a form of cooperative in Indonesia. The cooperative is expected to become a driver for the growth of entrepreneurs and cooperation so that the development of social entrepreneurs' activities must incorporate aspects of capital, technology, facilitation of marketing or promotion, legal protection, and incentives for the work of creative industries and the development of the business or institutional networks. Cooperative must encourage the development of businesses based on innovation, creativity, and science and technology (Rizal, Maulina, & Kostini, 2018). Traditionally, cooperatives emerge with a broad set of social, political and economic objectives (Burdín & Dean, 2012; Soboh, Oude Lansink, & Van Dijk, 2012). These objectives include self-help and grassroots participation to welfare and distribution, exploitation of economies of scale, and social control over resource allocation and mobilization (Lele, 1981)

As cooperatives solve local problems by mobilizing local resources (Wilkinson & Quarter, 1996), they are viewed as a tool for community development (Brennan, Spranger, Cantrell, & Kumaran, 2004). Similarly, other authors consider cooperative development as a strategy and

an important vehicle for creating further value in the society (Shahidullah & Islam, 2018). Dana and Dana (2008) see cooperative's roles more as entrepreneurial; a vehicle for collective entrepreneurship in which individual skills are integrated into a group, and that group's collective ability to innovate becomes greater than the sum of its parts. Collective entrepreneurship can offer a cooperative the opportunity to tap into individual talents and to harness the energy of the community"(Dana & Dana, 2008). This business notion has become a social movement in rebuilding social fabric, and healing and empowering lives of marginalized people (Restakis, 2010).

According to Indonesia Law Number 12 of 1967, Indonesian cooperatives are people's economic organizations with a social character and consist of people, an economic arrangements as joint efforts based on the principle of kinship. Cooperatives have goals for the benefit of their members, including improving welfare, providing needs, helping capital, and developing businesses. Coastal fishermen communities in outside Java island experience poverty, lower education level, unemployment, poor health and food insecurity. Consequently, economic and social conditions are dwindling in these communities. Co-operatives with a community development goal can catalyse growth and value creation in those societies. One of the value creation mechanisms is 'value chain intervention' (Webber & Labaste, 2009). A value chain encompasses all the activities or stages of value addition—from primary production to after sales services through which a business creates economic value (Kaplinsky, 2000). Value chain intervention offers the opportunity to enhance social impact of fisheries EAC (2013). One approach to value chain intervention is through quadruple helix innovation. Quadruple Helix model is a conceptual framework of collaboration between university, industry, and government and community (Hudani & Dhewanto, 2015). University and industry, each with their knowledge and infrastructures, provide a conducive and supportive environment where all forms of creativity can arise. In turn, governments assure the growth of this creativity through the provision of financial support, the regulatory system, and infrastructure that showcase the output of this creative process. With the support and collaboration of university, industry, and government, the community must continue innovating goods and services.

Focusing on community support for social entrepreneurship, is crucial to include community perceptions or perceived benefit by the community which are influenced by a range of factors that have been extensively explored in the literature such as the potential for economic gain, economic involvement, community attachment, their degree of involvement in the planning and decision-making process (Látková & Vogt, 2012). Moreover, a range of theories have been applied to the investigation of the effect of these factors, including social exchange theory (SET) (Látková & Vogt, 2012). Social exchange theory (SET) is a theoretical framework used to explain the perceptions of communities (Wang & Pfister, 2008). According to SET, if community or resident perceive the benefits of cooperative development, they will be inclined to support cooperative development (Andriotis, 2005). While, most studies using SET have been conducted in the context of tourism development, few studies have focused in the context of social entrepreneurship development in coastal fishermen village in developing world (Sharpley & Telfer, 2015).

Theoretical Framework

1. Quad helix innovation towards community support for cooperative development mediated by community perceived benefit

Kolehmainen et al. (2016), found the Quad helix (QH) approach to be useful for supporting knowledge-based development and innovativeness in rural and less-favoured regions. The QH approach is an extension of the triple helix (TH) model that emphasises the role of universities

in the knowledge economy (Borkowska & Osborne, 2018). According to the TH model, the best environments for innovation are created at the intersection of the helices, where different types of knowledge and institutional logics intermingle. The TH model (Etzkowitz & Leydesdorff, 2000) is used to describe both dynamic interaction between universities, companies, and public organisations and institutional continuity, as these helices consist of historical institutions with selection environments or rules. To fruitfully implement quadruple helix innovation processes, the specific forms such interactions might take are yet to be determined. Academia, government and business—the other three of the four subsystems of the quadruple helix—have already framed collaboration with society as *transdisciplinary*, *open science* and *deliberate democracy*, and *user-cantered innovation* respectively (Schütz, Heidingsfelder, & Schraudner, 2019).

Social value creation is the act of enhancing societies and communities to improve individuals' well-being. Social entrepreneurs are defined as individuals who start a new for-profit or non-profit venture with an aim to bring systematic social change through the development of new products, services, or solutions (Trivedi 2010). Social entrepreneurs can provide innovative and creative solutions to social problems. They take the initiative to solve major social issues and recommend new solutions to social problems. They do so by indulging in activities to change, educate, and train people and convince society to take responsibility for solving problems on their own. Communities and people in underdeveloped areas are facing health crises, hunger, and other developmental and economic problems. These problems are caused by the lack of governments' interest (WorldBank 2016) . The need for individuals who participate in the development of society and economy is evident. Such individuals can lead policymakers and academic researchers to be interested in investigating factors that affect entrepreneurial behavior and intention of individuals toward social development (Zulfiqar et al., 2019).

2. Community's' perceptions toward the impacts of cooperative development

Several previous studies have explored the perceived impacts of community development (Nicholas, Thapa, & Ko, 2009; Vareiro, Remoaldo, & Cadima Ribeiro, 2013). The value chain intervention, and a new way of doing social entrepreneurship, have a direct effect on communities (Sharpley & Telfer, 2015). These forces can result in changes to a community's values, behaviour patterns, lifestyles, and resident's quality of life (Hall & Page, 2014). Cooperative can exert a range of economic, social, and environmental effects on host communities. Positive economic effects include increasing family incomes, raising the standard of living, creating more jobs and employment opportunities, and improving tax revenues (Choi & Sirakaya, 2006). A range of factors affects residents' perceptions of tourism development. These factors have been extensively explored in previous studies (Látková & Vogt, 2012).

3. The potential moderating effect of Co-operative Readiness Level

Social entrepreneurial readiness among community depends on their ability to discover environmental opportunities and use their capabilities based on available resources. Carsrud and Brannback (2009) and Nga and Shamuganathan (2010) emphasize that social entrepreneurial readiness depends on the mindset of resident toward social values, social welfare, and entrepreneurial activities. According to Olugbola (2017), entrepreneurs are likely to have a positive mindset toward social entrepreneurial activities, especially if they feel that they are ready and able to serve society by creating a successful entrepreneurial venture. Various factors can influence the readiness of young people for entrepreneurial activities. Social entrepreneurial readiness among community in coastal area is created by analyzing and interpreting their society, environment, lifestyle, and social attachments (Coduras, Saiz-Alvarez, and Ruiz 2016). Resident can extract information by observing and discussing the

living conditions of other people. Educational and training institutions and institutional environments can play an essential role in encouraging entrepreneurship among community. According to the researchers, the link between perceived benefit and community support for social entrepreneurship offers the potential for expansion and the incorporation of new components. Scholars have incorporated various dimensions to describe the influence of cooperative readiness on action to boost the explanatory power of behavioral theories (Zulfiqar et al., 2019)

4. West Kupang villages

East Nusa Tenggara (Nusa Tenggara Timur – NTT) has Indonesia's third highest relative poverty rate (22.2 percent of the provincial population according to Central Statistics Bureau) after West Papua and Papua, largely because the majority of the population still lives a subsistence agricultural life-style. Health and education services remain limited outside the capital of Kupang. West Kupang is a sub-district in Kupang Regency, East Nusa Tenggara, Indonesia. This sub-district is approximately 49 Km from the capital city of Kupang Regency and 16 Km from Kupang City and is the westernmost sub-district. Its capital is in Batakte Village. Population around 20,155, with 4,092 households. West Kupang District consists of 2 (two) kelurahan and 10 (ten) villages: Batakte, Oenesu Bolok, Kuanheun, Lifuleo, Manulai I, Nitneo, Oematnunu, Oenaek, Sumlili, Tablolong and Tesabela. West Kupang is a beautiful, magical part of eastern Indonesia. Australia is just to the south and has a significant influence on the climate - and on the people. The following hypotheses have been developed based on this theoretical background and the results of previous studies:

H1. Quad helix innovation has a positive influence on the community perceived benefit.
H2. Community perceived benefit has a significant effect on the community support for cooperative
H3: Cooperative Readiness Level moderate the relationship between community perceived benefit and community support for cooperative

Methods

We employed a quantitative research design for this study, using a questionnaire with question-statements adapted from similar questionnaires as used in previous studies ((Nicholas et al., 2009)Wang & Pfister, 2008). Question-statements were answered on a 5-point Likert scale, with 1 referring to strongly disagree and 5 referring to strongly agree. Respondents were sampled from ten villages in West Kupang subdistrict. The population of these villages totaled 20,155, with 4,092 households. Using systematic sampling, we sampled the first of every three households, leading to the distribution of 273 questionnaires. From this sample, 250 questionnaires (92%) were returned as completed. We used G*Power to calculate the sample size. Based on a power of 0.95, we needed a sample size of 119 for model testing. Therefore, given that our sample size exceeds 250, the power value in this study exceeds 0.95.

This study used a single source respondent to generate the data about dependent as well as independent constructs, and therefore it is necessary to check for common method variance. We employed Harman's one-factor test to test for common method variance (CMV). According to (Podsakoff & Organ, 1986), CMV becomes problematic where a single latent factor might account for the majority of the explained variance. We also performed an un-rotated principal component analysis on all measurement items, finding that the first factor accounted for only 21.82% of the variance. Therefore, according to this method, CMV does not appear to be a problem in this study.

Result and analysis

1. Profile of the respondents

Table 1 shows that the number of male and female respondents was fairly even, with their being slightly more male respondents than female. Respondents were categorized into three age groups: 17–35 years (n = 110), 36–55 years (n = 80), and 56 years and above (n = 60). Most of the respondents had a secondary-level education (n = 140) or less (n = 43), while a smaller number had a diploma/certificate-level of education (n = 33). and degree (n = 13). Among the 250 respondents, 163 (65%) has occupation of full-time fishermen, part-time and additional part-time fishermen, while the rest (n = 88) worked in other businesses, such as agriculture (Tabel 1).

Model assessment using PLS-SEM

The assessment of a model using SmartPLS generally follows a two-step process including assessments of the measurement model and the structural model (Chin, 2010; Hair et al., 2011). This evaluation involves the assessment of the relationships between the variables and their associated dimensions. The assessment of the structural model is concerned with the relationships between variables (Chin, 2010; Hair et al.,2011).

Table 1 Profile of the respondent

		Frequency	Percentage
Gender	Female	110	44
	Male	140	56
Age	17 - 35	110	44
	36- 55	80	32
	56 and above	60	24
Education	No formal education	23	9
	Primary	43	17
	Secondary	140	56
	Certificate/diploma	33	13
	Degree	13	5
a full, part time and additional part time fisherman?	Yes	163	65
	No	88	35

Assessment of the measurement model

The measurement model used in this study was comprised of four constructs, each measured through four or more items. These constructs include quad helix innovation, perceived benefit of residence, cooperative readiness level of West Kupang residence, and support for cooperative development. Certain criteria for establishing construct validity and reliability must be met in order to evaluate the measurement model. The first criterion to be used to evaluate the outer model is outer loading, they are the estimated relationships in reflective measurement models (i.e., arrows from the latent variable to its indicators). They determine an item's absolute contribution to its assigned construct.As can be seen in the Fig 1 that most of the indicator loadings on their corresponding variables were higher than 0.7. Outer loading 0.7 or higher are considered highly satisfactory (Henseler, Ringle, & Sinkovics, 2009). Therefore, the research model has fulfilled the criteria of evaluation.

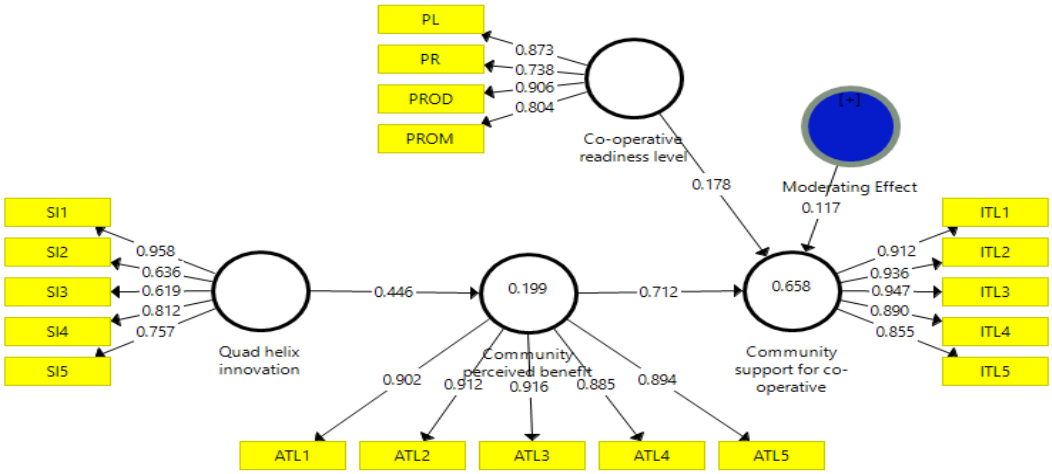

Figure 6 The Research Model

Second criterion is internal consistency measured by Cronbach Alpha (CA) and composite reliability (CR). Cronbach's alpha tests and composite reliability can both achieve internal consistency reliability. (Hair et al., 2014; Wilden et al., 2013). There are four variables in Table 2 that show the Cronbach's alpha value is more than or equal to 0.70, indicating that the model has internal consistency. As long as all four variables have a Composite Reliability (CR) value greater than 0.7, the measurement model is highly reliable (Chin, 1998). The third criterion is Convergent Validity occurs when a measure's correlation with another measurement of the same variable is positive. To test for convergent validity, the Average Variance Extracted (AVE) was employed to calculate the average variance retrieved from the data. AVE must be more than 0.50 in order to prove convergent validity (Joe F Hair Jr et al., 2014).

As can be seen in Table 2 the CAs and CRs for all of the variables in the measurement model exceeded 0.7. These results indicate that the measurement model presents acceptable reliability. Further, the AVEs of the variables should also be higher than 0.5 for their convergent validity to be considered highly reliable ((Chin, 1998); Chin, 2010; Hair et al., 2011).

Table 2. Assessment results of the measurement model.

	Cronbach's Alpha	Composite Reliability	AVE
Co-operative readiness level	0.852	0.900	0.693
Community perceived benefit	0.943	0.956	0.814
Community support for co-operative	0.947	0.959	0.825
Quad helix innovation	0.818	0.874	0.588

The fourth criterion for evaluating the measurement model is Discriminant Validity, which shows that the extent to which each variable is distinct from other constructs in the model (Chin, 2010; Joe F Hair Jr et al., 2014). To evaluate discriminant validity Fornell Larcker criterion is used. The square root of the AVE for each construct should be greater than the all of the correlations among the construct and the other constructs in the model (Chin, 2010; Hair et al., 2011; (Henseler, Ringle, & Sinkovics, 2009). Table 3 shows the square roots of the AVEs for the constructs along the diagonal and the correlations among the constructs.

Table 3 Result of discriminant validity

	Co-operative readiness level	Community perceived benefit	Community support for co-operative	Quad helix innovation
Co-operative readiness level	**0.833**			
Community perceived benefit	0.505	**0.902**		
Community support for co-operative	0.496	0.791	**0.908**	
Quad helix innovation	0.652	0.446	0.528	**0.767**

Note: The square root of AVEs shown diagonally in bold

As shown in Table 3 the square roots of the AVEs for the constructs along the diagonal and the correlations among the constructs, indicating that the model presents acceptable discriminant validity. Fornell-Larcker's criterion was established, providing evidence for the constructs' discriminant validity.

Assessment of the structural model

Each hypothesis is associated with a causal link in the structural model, which depicts relationships among constructs. To evaluate the structural model for research model, coefficient of determination (R^2), Collinearity concerns (VIF), path coefficient, and effect sizes (f^2) are all used to evaluating the structural model (Hair et al., 2014). The coefficient of determination (R^2) quantifies the variance of the dependent variable in relation to the change in the independent variable. The R^2 value is between 0 and 1, with a higher number indicating greater precision. R^2 values of 0.25, 0.5, or 0.75 can be interpreted as being small, moderate, or substantial for an endogenous variable (Joe F Hair et al., 2011).

Table 4 Result of discriminant validity

	R Square	R Square Adjusted
Community perceived benefit	0.199	0.188
Community support for co-operative	0.658	0.644

Table 4 shows the R square adjusted for Community perceived benefit is 0.188, and Community support for co-operative (0.644), indicating that the variance shared is small and moderate. The second criterion for evaluating structural models is the path coefficient, which indicates the association between two variables and ranges between -1.00 and 1.00.

Table 5 Result of discriminant validity

Path	Path coefficient (β).	VIF	f^2
Community perceived benefit → Community support for co-operative	0.712	1.350	1.099
Moderating Effect → Community support for co-operative	0.117	1.095	0.058
Quad helix innovation → community perceived benefit	0.446	1.000	0.248

Table 5 shows that path coefficient between community perceived benefit om community support for cooperative has a sizable effect (0.712). The smallest path coefficient is moderating effect of readiness level on community support for co-operative (0.117). A large effect was seen of Quad helix innovation on community perceived benefit (0.446). The third criterion in structural model evaluation is multicollinearity. The result in Table 5 indicates of no collinearity issues for research model, because all of the VIF value below 5 (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). The fourth criterion in structural model evaluation is the f^2 values, which assesses a predictor variable's comparative influence on an independent variable (Hair et al.,

2014). which ranging from .02, .15, and .35, correspondingly, indicate small, medium, and large effect sizes (Cohen, 1988). The results in Table 5 shows that large effect size, has been shown in the relationship between community perceived benefit and community support for co-operative (1.099). The small effect size is shown on the relationship between moderating effect on community support for co-operative. (0.058).

The final stage in data analysis was to use SmartPLS to validate the hypothesized associations by calculating the significance of the path coefficients using bootstrapping computations. The bootstrapping procedure determines the significance of path coefficients by calculating empirical t values that, if greater than the critical value, are regarded significant at a given likelihood of error (t distribution values). The following critical values were used in this investigation for one-tailed tests: 1.65 (significance level= 5%). (Hair et al., 2014). The hypothesis was evaluated using the bootstrapping procedure, which determines the importance of path coefficients by producing empirical t values that exceed the critical value (t distribution values). At a given margin of error (0.05), the coefficient is considered significant. Hair et al. (2014) suggest a bootstrap sample size of 5000. To determine the significance of path coefficients, the bootstrapping technique in SmartPLS3 was used. Using one tail, the t-value is 1.65 and the p-value is 0.05 (at = 5%), and upper and lower confident interval doesn't contain zero (Hair et al., 2014). As shown in Table 6, the effect of Community perceived benefit on Community support for co-operative is positive (0.712), with p-value of (0.001) smaller than 0.05 (at = 5%), and the confident interval bias corrected doesn't contain zero.

Table 6 Result of hypothesis testing

	Original Sample (O)	T Statistics	P Values	Confidence Interval Bias Corrected	
				5.0%	95.0%
Community perceived benefit → Community support for co-operative	0.712	7.894	0.000	0.553	0.854
Moderating Effect → Community support for co-operative	0.117	2.383	0.009	0.034	0.189
Quad helix innovation → Community perceived benefit	0.446	4.954	0.000	0.267	0.570

According to Hair Jr, Sarstedt, Ringle, and Gudergan (2017), the effect is significant; thus, H1 is supported. The effect of Quad helix innovation on Community perceived benefit is moderate, as showed by the path coefficient 0.446, and p-value 0.000, accordingly H2 is supported. The moderating effect of Moderating Effect on Community support for co-operative revealed that the effect is significant (0.117) and p value (0.000), respectively, show that there is an evidence to support H3.

Conclusion and Recommendation

The first research goal is to explore the direct impact of Quad helix innovation on Community perceived benefit. The result indicating that H1 was supported This means that there is a medium and significant direct influence of quad helix innovation towards community perceived benefit. The second objective of this study is to assess the impact of Community perceived benefit on Community support for co-operative. The result indicating that Community perceived benefit has a positive effect on Community support for co-operative. The third research goal is to examine whether co-operative readiness level has a moderating effect in the relationship between community perceived benefit and Community support for co-operative. The result indicates co-operative readiness level moderates the relationship between perceived benefit and community support for cooperative.

Implications and limitations of the study

In this study, we adapted framework for SET for first time in the cooperative literature. In addition, most previous studies into residents' perceptions have been undertaken in developed countries (Sharpley & Telfer, 2015). The results of an investigation in a poorest village in developing country may be significantly different from those in developed countries. The results of this study have some important practical implications for the authorities responsible for the management of West Kupang. Our results allude to the importance of perceived benefit in support of cooperative development. Therefore, local authorities should endeavour to improve the positive perceptions of residents. Improving the economic benefits to residents and involving them in the planning and management process would significantly enhance the positive perception of residents. However, the results of this study cannot be generalized beyond West Kupang due to the relatively small sample size. This should be considered another limitation of the present study.Therefore, for future reseearch we recommend to collect a large sample.

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A Blue approach to assessing Maritime and Fisheries Vocational Education A case in Ambon, Kupang and Bitung

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ABSTRACT

The notion of "blue economy" has evolved as a significant way to promoting sustainable development of coasts and oceans, with a direct impact on economic growth. However, the principles have remained ambiguous, particularly for use in the development of vocational education and its impact to coastal fisheries communities' village. The paper provides a framework to measure the adoption of the green and blue economy concept and uses the framework to analyze the effectiveness of the vocational program in improving the current economic and societal values of the oceans, which could be a novel approach to address key ocean economy challenges. The Blue Education Maturity Model (BEM) was developed to assess the efficacy of vocational school programs in integrating the triple helix: education, business, and coastal village community. The BEM is an effective evaluation tool based on BAN-PT and Blue Economy Company Index (BECdex), and Risk Maturity Model (RMM) broken down into five variables, 10 dimensions, and 20 competency items that show where the HMM program stands on five levels of maturity, ranging from Ad hoc (1) to Optimized (5). Data was obtained at the three vocational schools in Eastern Indonesia through observation and response of questionnaire. With a total score of 80, 78, 79, or a maturity level of 3 (Repeatable), the vocational school of maritime and fisheries in Kupang, Ambon, and Bitung,, has established a hybrid green and blue economy in policies, curriculum, research and innovation, and community development. The school's strategies include: improving curriculum, capacity building in entrepreneurship, sustainable coastal aquaculture, research and innovation for economic growth and environmental sustainability.

Keywords: Green Economy, Blue Economy, Hybrid Maturity Model, Fisheries Vocational School, Fishing Village Community

Introduction

Despite that oceans are central to Indonesia's prosperity through economic activities, worth over $256 billion annually, more than one quarter of the national economy (Bank, 2021), yet the maritime sector is not well-known in the field of education, so it receives little attention (Sari & Muslimah, 2020). Indonesia has 17,500 islands, most of Indonesia's territory is about 62% surrounded by ocean. With 108,000 kilometres of coastline, Indonesia's marine and fisheries potential is quite large and requires graduates majoring in marine and fisheries to manage the potential of marine wealth resources. The lack of literature on marine education and the fact that many researchers have not focused on this area demonstrate the gap (Umuhire & Fang, 2016). Furthermore, marine education is the most uncommon field of study and is extremely difficult to come by because marine research methodologies are difficult to implement since early education (Hapidin, Nurjannah, & Hartati, 2018). According to Gandha and Pranata (2015) the existing curriculum still focuses on teachers and textbooks without direct interaction with the learning object, resulting in the underdevelopment of Indonesian children's awareness of Indonesian nature, particularly in the maritime sector. Teachers' knowledge of the curriculum is also still limited especially in coastal areas. Marine education is critical in helping student develop the knowledge, skills, and attitudes necessary to preserve the environment in the future, particularly coastal ecosystems. (Irawan & Hindrasti, 2018) discovered that in order for maritime education to be successful, students must be taught to have a strong understanding of the ocean. According to (Fletcher, Potts, Heeps, & Pike, 2009) a lack of information about marine affairs contributes to a lack of public knowledge and awareness. In Indonesia, marine education is not explicitly mentioned in the 2013 curriculum. However, there are several topics that allow teachers to develop it as marine learning, such as life sciences or biology. At several universities Marine education is implemented at the tertiary level by organizing the Marine Education Study Program. Increasing concern for ocean protection begins with a paradigm shift from seeing it as an effort to protect the earth to seeing it as an effort to protect human life because it is human nature that will be threatened if environmental damage occurs

The notion of "blue economy" has evolved as a significant way to promoting sustainable development of coasts and oceans, with a direct impact on economic growth.) Education, research and innovation is a central driver not only for developing a sustainable blue economy but also for green recovery from the COVID-19 crisis, certainly cannot be achieved without skilled people. For Blue economy to be a truly useful approach, we argue that the role of education to support public awareness, research and community service must be explicitly prioritized, particularly for use in the development of vocational education and its impact to. the growing demand of the marine-based industry (e.g. shipbuilding) in the digital domain, green technologies, and coastal fisheries communities' village.

Indonesia has 14 Marine and Fisheries Polytechnics, which is a vocational school education in the field of marine and fisheries within the Ministry of Marine Affairs and Fisheries, which is under and responsible to the Head of the Marine and Fisheries Research and Human Resources Agency (LAUT). The Polytechnic has the task of 1) organizing vocational education, 2) research, and 3) community service in the marine and fisheries sector. In carrying out its duties, Polytechnics in Indonesia carries out the following functions: a) Implementation and development of vocational education which includes teaching and training in the marine and fisheries sector; b) Development of the academic community and its relationship with the environment; c) Implementation of research and community service d) organizes Diploma Three (D3) education programs.(Huwae, 2016) The programs are varying in range of: Marine Fisheries Nautical, Marine Fisheries Engineering, Fishery Product Processing Technology, Aquaculture Technology. Nevertheless, there are concerns in knowledge and skills

development in blue economy, such as related to the lack of: i) communication and cooperation between education and industry; ii) communication and cooperation between education and community and iii) attractiveness and awareness of career opportunities in the blue economy. Thereby, a continuous monitoring and evaluation of vocational education system in order to ensure blue objectives are achieved. With the fast-paced introduction of new technologies in the blue economy sector, there is also urgent need for a continuous evaluation of vocational education system in order to ensure objectives are achieved for societal inclusion, and up to date with the market dynamics.

There has been a lot of research done on the marine education, However, research that produce a maturity model to assess the effectiveness of the adoption of blue economy in marine & fishery education is still very rare. This study examines the continuous evaluation of vocational education, by developing an instrument of maturity model in order to ensure they are achieving Marine & Fishery Education's objectives and adopt the blue economy for societal inclusion, and up to date with the market dynamics. The study provides a framework to measure the adoption of the blue-green and economy concept and uses the framework to analyse the effectiveness of the vocational program in improving the current economic and societal values of the oceans, which could be a novel approach to address education in blue economy

Literature Review

Blue Economy Definition

The concept of "Oceans Economy" or "Blue Economy" is recent and originated from the United Nations Conference on Sustainable Development held in Rio de Janeiro in 2012. (Smith-Godfrey, 2016). At the heart of the concept is a separation of socio-economic development from environmental degradation. In the Economist, specifically the Intelligence Unit of 2015, in a report on "The Blue Economy: Growth, Opportunity and a Sustainable Ocean Economy", a working definition of Blue Economy is stated as follows: "A sustainable ocean economy emerges when economic activity is in balance with the long term capacity of ocean ecosystems to support this activity and remain resilient and healthy". (Smith-Godfrey, 2016). In the Rio+20 Green Economy Initiative, Blue Economy was espoused with the desired outcome of "improved human wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities, endorsing low carbon, resource efficiency and social inclusion'(Smith-Godfrey, 2016). This desired outcome is based on the current circumstances and needs of a developing, changing and increasingly populous world, whose future resource base is located in the oceans: "Improved human wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities, endorsing low carbon, resource efficiency and social inclusion"(Choudhary et al., 2021).

The Complexity in Small Island Developing States (SIDS) concept paper of the World Bank provides a working definition as follows: "Blue Economy is a marine-based economic development that leads to improved human wellbeing and social equity, while significantly reducing environmental risks and ecological scarcities".(Smith-Godfrey, 2016). In a synthesis report in 2012, UNEP initiated the consideration of 'Green economy in Blue world" which stated the importance of marine environment as integral component for urgently needed paradigm shift in bioeconomy called as "blue economy" as coined by pacific Small Island Developing States (SIDS) (UNEP et al., 2012). To Smith-Godfrey (2016) and Spalding (2016), 'Blue Economy' is a systematic way of utilizing ocean resources by integration of short-and

long-term economic activities based on principles of social inclusion, environmental sustainability and innovations on and around the sea.

The Blue Education Maturity Model (BEM)

The maturity model is a solution to help vocational education evaluate the effectiveness of their organization's in adopting education for blue economy. The Blue Education Maturity (BEM) model for vocational education in maritime and fishery is an effective evaluation tool to benchmark verses other organizations. It identifies the areas where organization is weakest, as the weakest links are ultimately what drive down the program effectiveness.

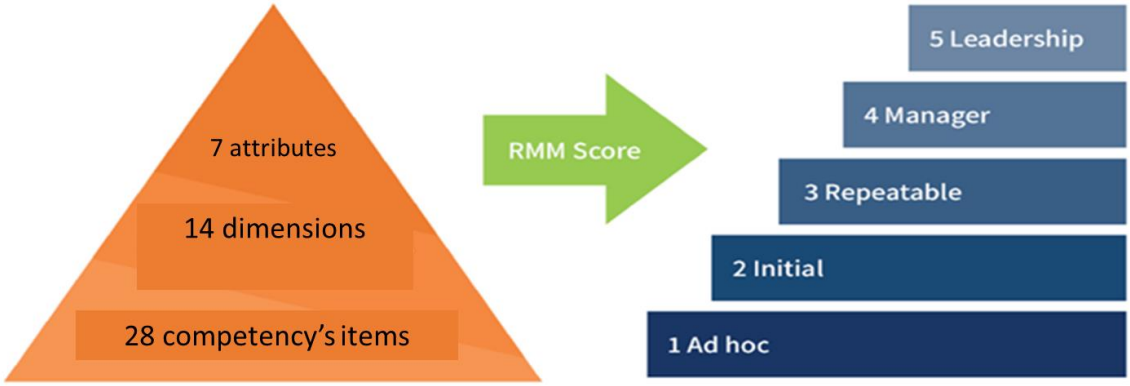

Figure 7 The Research Model

The instrument is adapted from previous research's questionnaires used in previous research (Misuari, Bambang, & Purwanto, 2015) and Blue Economy Company Index (BECdex) (Akhir, Farand, Araujo, & Nahumariri, 2021) and Risk Maturity Model (Minsky, 2017) broken down into 7 attributes or variables, 14 dimensions, and 28 competency items that show where the program stands on five levels of maturity, ranging from Ad hoc (1) to Leadership (5). The seven variables of BEM are: 1) Adoption of Blue economy-based approach 2) Curriculum 3) Teaching Factory 4) Facilities and infrastructure 5) Research and Innovation 6) Social equity and inclusion 7) Pollution control

Marine and Fisheries Polytechnics in Kupang, Ambon, and Bitung

Marine and Fisheries Polytechnics is in administration of the Ministry of Marine Affairs and Fisheries, which is under and responsible to the Head of the Marine and Fisheries Research and Human Resources Agency. The profile of three Marine and Fisheries Polytechnics in Eastern Indonesia is shown in Table 1.

Table 7Profile of Polytechnics in Kupang, Ambon and Bitung

Location	Kupang	Ambon	Bitung
D3-Study Program	Fishing techniques Fisheries mechanization Aquaculture technology	Fishing technique Fisheries mechanization Aquaculture technology	Nautical, Engineering, Fishery Product Processing Technology,

			Aquaculture Technology
Number of students	1600	1300	1500
Number of staff	60	50	55

Source: KKP.go.id 2022

Methods

This research uses a combination of quantitative and qualitative descriptive methods in understanding the phenomenon under study as well as to describe compare between indices in the results. Respondents were sampled from three Maritime and Fishery Polytechnics in 3 location in eastern Indonesia: Ambon, Kupang and Bitung, through observation, interview, and focus group discussion session. The population of staff and managerial level totalled are 100 in every location. Using stratified and quota sampling, we sampled 35 staff and 15 managers in every location. Data collection was carried out through questionnaires, observations, and interviews of school residents consisting of educators, education staff, and students. The implementation of blue economy in terms of seven criteria's: 1) Adoption of Blue economy-based approach 2) Curriculum 3) Teaching Factory 4) Facilities and infrastructure 5) Research and Innovation 6) Social equity and inclusion 7) Pollution control were examined by conducting assessments or scoring through questionnaires. The assessment's result is classified into 5 levels, consecutively as shown in Table 2.

Table 8 Maturity Level

	Level 1	Level 2	Level 3	Level 4	Level 5
	Key drivers: degree of …				
Adoption of Blue economy-based approach	• vision, mission and goals far-sighted orientation toward blue-economy, internalized to the school community. • support from senior management • process definition determining ownership and assimilation into all area • blue culture's accountability, communication and pervasiveness				
Curriculum	• the structure of the curriculum contains blue economy principles • lecturers have the competence to develop learning activities on the environment and sustainable fisheries • students carry out learning activities on fisheries and environmental resource management. • application of knowledge in problem solving in everyday life.				
Teaching Factory	• the school carries out the development of an entrepreneurial culture based on blue economy principles • students take part in field work practice activities in the business world • the school establishes partnerships with various parties • the school provides support for increased environmental sustainability				
Facilities and infrastructure	• availability of infrastructure to overcome environmental and resource issues • availability of infrastructure facilities to support learning and research p				

	• maintenance of environmentally friendly school infrastructure • facility management and maintenance mechanisms are available
Research and Innovation	• research and innovation road map to support the blue economy for lecturers and students is available • funding is budgeted and access to funds available lecturers and students produce research that is associated with the principle of sustainable development goals • research and innovation collaborate with quad helix (government, industry, community and other school/university)
Social equity and inclusion	• community service activities as a graduation requirement • assist in the formation of fishing cooperatives and facilitate the supply chain of cooperative products • providing scholarship programs to fishermen's students in sub-districts • incorporate environmental education and conservation, and local economic benefits without compromising environmental sustainability
Pollution control	• policy and procedures are available in pollution prevention due to learning activities • conduct research and innovation for pollution prevention • educate local residents about pollution prevention • participate in pollution prevention activities of the ministry

Based on the score of maturity level a polytechnic can be classified into five categories maturity level: Ad-hoc, Initial, repeatable, Managed, and Leadership, as shown in Table 3

Table 9 The maturity level category

Maturity Level	**Category**	**Score**
5	Leadership	101 - 120
4	Managed	81 – 100
3	Repeatable	61 – 80
2	Initial	41 – 60
1	Ad-hoc	0 - 40

Findings and Discussion

The assessment results show that Marine and Fisheries Polytechnics in Kupang, Ambon, and Bitung have had a good blue education maturity level through Adoption of Blue economy-based approach, Curriculum Teaching Factory, Facilities and infrastructure, Research and Innovation, Social equity and inclusion, Pollution control with total scores of 80, 78, 79 respectively. The strength of the three polytechnics is in categories 1 to 5, namely: Adoption of Blue economy-based approach, Curriculum Teaching Factory, Facilities and infrastructure, Research and Innovation. Results also indicated that Polytechnic Kupang tended to have a higher score on the research and triple helix innovation and co-operation with industry, and coastal community development. Example of the program is cultivated of lobsters in the waters of Mulut Seribu, Pukuafu Village and increase productivity of seaweed in Tablolong village including: seaweed coffee, Kajarula innovation program to increase seaweed productivity so as to increase fishermen's income. (Hariyadi, 2023).

What needs to be improved is in the category of Social equity and inclusion and Pollution control, especially in student community service activities, the formation of service cooperatives and participation in participation in the development of fishermen village by lecturers and students, facilitating the down streaming of fishermen's cooperative results, and collaborating with quad helix, namely with the government, industry, universities / schools and cooperatives communities and facilitate the supply chain of cooperative products. In the Pollution Control category, it is necessary to conduct research and innovation for pollution prevention, and educate local residents about pollution prevention. We also found that school strategy and policies in Implementing the Blue Economy was carried out in four-year basis, through SWOT analysis, should be improved to more frequently strategy review

Conclusion and Recommendation

Marine and Fisheries Polytechnics in Kupang, Ambon, and Bitung already has maturity level 3, with strength in categories 1 to 5, while areas that need to be improved are in categories 6 and 7. We contribute to the body of knowledge in the blue economy adoption in education by created and tested Blue Education Maturity (BEM) model for Vocational Education among the first in the blue economy instrument to assess vocational education, based on literature review and applied the initial model in three Polytechnic in eastern Indonesia: Ambon (Maluku), Kupang (East Nusa Tenggara), and Bitung (North Sulawesi). This analysis, based on guidelines set forth in the model, will provide Polytechnics educations a roadmap for improvement

The results of this study have some important practical implications of three major area, learning and teaching, research and community development, and the adoption of blue-green economy. Therefore, the report should endeavour the management which is the Head of the Marine and Fisheries Research and Human Resources Agency, within the Ministry of Marine Affairs and Fisheries. Improving the system of vocational school should give economic benefits to residents and involving them in the learning, teaching, research and innovation process would significantly enhance the livelihood of residents.

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Örgütsel İkiyüzlülük: Betimsel İçerik Analizi

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ÖZET

Örgütsel ikiyüzlülük işyerindeki kişilerin ve yöneticilerin sahip olmadığı duyguları, düşünceleri, değer, erdem ve özellikleri sahipmiş gibi göstermesi veya sahip olduğu iddiasında bulunmalarıdır. Ayrıca bireylerin kendilerini diğer iş arkadaşlarına, yöneticilerine ve toplumdaki bireylere karşı tanındıkları halden, inandıklarından ve olduklarından farklı göstermeleridir. Tüm bu ilişkilerden yola çıkarak ikiyüzlülük kavramı örgütlerde güvenin azalmasına, örgüt iklimindeki olumsuz tutum ve davranışlara, çalışanların tükenmişlik duyguları yaşamasına ve örgütten ayrılma isteği oluşmasına sebep olabilmektedir. Örgütsel ikiyüzlülük kavramı işletmeler için önemli bir kavram haline gelmektedir. Bu nedenle çalışmanın amacı, örgütsel ikiyüzlülük ile ilgili literatürde yer alan çalışmaları incelemektir. Çalışmanın araştırma yöntemi olarak betimsel içerik analizi yöntemi kullanılmıştır. Bu amaçla 2003-2023 yılları arasında araştırılan ve ulaşılabilen makale ve tez çalışmaları incelenmiştir. İlgili yıllar arasında toplamda 40 çalışmaya ulaşılmıştır. Literatürde yer alan ve elde edilen bu çalışmaların içerikleri incelenmiş ve analiz edilerek yorumlanmıştır. Araştırma sonucunda örgütsel ikiyüzlülüğün eğitim, üretim/perakende, tekstil, bankacılık ve spor örgütlerinde bulunduğu görülmektedir. Bunun yanında araştırma sonucunda, örgütsel ikiyüzlülüğün örgütsel dedikodu, örgütsel mutluluk, sinizm, örgütsel güven, örgütsel vatandaşlık, örgütsel destek, örgütsel meşruiyet, örgütsel sessizlik, işyeri maneviyatı vb. kavramları etkilediği görülmüştür. Ayrıca örgütsel ikiyüzlülüğün daha çok örgütsel bağlılık üzerinde etkili olduğu sonucuna ulaşılmıştır.
Anahtar Kelimeler: İkiyüzlülük, Örgütsel İkiyüzlülük, Örgütsel Davranış

Organizational Hypocrisy: A Detail Content Analysis

ABSTRACT

Organizational hypocrisy is when people and managers in the workplace show or claim to have feelings, thoughts, values, virtues and characteristics that they do not have. It is also the fact that individuals show themselves to other colleagues, managers and individuals in the society as different from what they are known, what they believe and what they are. Based on all these relations, the concept of hypocrisy can lead to a decrease in trust in organizations, negative attitudes and behaviors in the organizational climate, feelings of burnout of employees and a desire to leave the organization. The concept of organizational hypocrisy is becoming an important concept for businesses. For this reason, the aim of the study is to examine the studies in the literature on organizational hypocrisy. Descriptive content analysis method was used as the research method of the study. For this purpose, the articles and thesis studies that were researched and reached between 2003-2023 were examined. A total of 40 studies were reached between the relevant years. The contents of these studies in the literature and obtained were analyzed and interpreted. As a result of the research, it is seen that organizational hypocrisy is found in education, production/retail, textile, banking and sports organizations. In addition, as a result of the research, organizational hypocrisy, organizational gossip, organizational happiness, cynicism, organizational trust, organizational citizenship, organizational support, organizational legitimacy, organizational silence, workplace spirituality, etc. concepts have been affected. In addition, it was concluded that organizational hypocrisy was more effective on organizational commitment.
Keywords: Hypocrisy, Organizational Hypocrisy, Organizational Behavior

GİRİŞ

Bir örgütün etkinliğini ve etkililiğini belirleyen faktörlerden biri de çalışanlarının örgüte karşı tutum ve davranışlarıdır. Bu örgütsel davranış olgusu, hem örgütsel hedefleri hem de bireysel ihtiyaçları karşılamak için dikkate alınmalıdır. Örgütsel davranış ilk olarak işletme yönetiminde tartışıldı, ancak daha sonra bölündü ve ayrı bir disiplin haline geldi. Örgütsel davranış, bir örgüt içindeki çalışanlar arasındaki sistematik ilişkilerle ilgilenir. Çalışanların ve grupların eylemlerinin nasıl gerçekleştiğini, nedenlerini, olası sonuçlarını ve bu eylemlerin sistemi nasıl etkilediğini incelemekle ilgilidir.

Bir örgütte üyelerin düşündükleri, deneyimledikleri, hissettikleri ve yansıttıkları şeyler örgütsel ilişkiyi oluşturur. Bu ilişki çalışan algılarından kaynaklanır ve çalışanların tutum ve davranışlarına yansır. İş yaşamının sorunları örgütsel işlevleri yönlendirir ve şekillendirir. Çalışanların olumsuz algıları örgütsel davranışları da olumsuz etkilemektedir.

Örgütsel davranış alanında son zamanlarda çeşitli faktörler ortaya çıkmıştır. Bunlardan biri örgütsel ikiyüzlülük olgusudur. Örgütsel ikiyüzlülük birkaç şekilde tanımlanabilir. Birincisi, yöneticilerin teori ve pratiği arasındaki uyuşmazlık, ikincisi, sözler, kararlar ve eylemler arasındaki uyuşmazlık ve üçüncüsü, tek bir norm setini benimseyen çok normlu bir sistemdir (Fernando ve Gross, 2006).

ÖRGÜTSEL İKİYÜZLÜLÜK

İkiyüzlülük kavramı Türk Dil Kurumu (2023) tarafından “inandığını, düşündüğünü, sözün özünü yapmamak, ikiyüzlülük, ikiyüzlülük ve ikiyüzlülükle bir olmamak” şeklinde tanımlanmaktadır. Brunsson'a (1989) göre örgütsel davranışa yön veren düşünce temelli bir ideoloji vardır. Bu ideolojiler örgütsel çatışmaya yol açar. Bu sistemik çatışma, sistematik ikiyüzlülük kavramının şekillenmesine yol açtı.

Örgütsel ikiyüzlülük kavramını tanımlayabilmek için öncelikle ikiyüzlülük kavramının ne olduğunu açıklamak gerekir. İkiyüzlülük kelimesi, Yunanca "hyprocrisis" kelimesinden türetilen Latince " hyprokrisis" den türetilmiştir. Bu kelimelerin her ikisi de hareket etmek anlamına gelir. Diyalog yoluyla konuşma, sahnede rol oynama şeklinde de ifade edilebilir (Crisp & Cowton, 1994). İkiyüzlülük kavramının ana kaynağı tiyatroya dayanmaktadır. Gerçek bir ikiyüzlülük, klasik bir tiyatro oyuncusudur ve Yunanca hypokrisis, rol yapma anlamına gelmektedir (Koşar ve Koşar, 2017).

Bir kimse ikiyüzlü olarak gösterildiğinde, söyledikleri ile yaptıkları arasındaki uçuruma dikkat çekilir. Çünkü bu insanların çoğu ikiyüzlülük hakkında konuşmak istemiyor. Bu boşluk, ikiyüzlülüğün geleneksel resminin bir parçasıdır. Bireylerle aynı fikirde olmayan insanlar genellikle ikiyüzlülükle suçlanır. O bir ikiyüzlülük gibidir. Bunun nedeni, aktörlerin izleyici için insanları oynaması ve var olmayan eylemler hakkında konuşmasıdır (Barden, Rucker ve Petty, 2005).

İnsanlık tarihi boyunca insanlar hep mutluluğu aramış ve ortaya çıkan mutsuzluk iş tatminini ve işyeri ortamındaki sinerjiyi düşürmüştür. Örgütlerin ve yöneticilerin genellikle vaatlerini ve söylemlerini uygulamaya çalışmaları beklenir. Weick'in (1995) çalışmasında, "söylemleri oluşturma" yaklaşımı, ikiyüzlülüğe karşı mantıklı bir tampon sağlar. İkiyüzlülük, davranışsal tutarsızlıklar ve samimiyetsizlikle gösterilebilir. Ayrıca aldatma niyeti, irade zayıflığı gibi bireysel özelliklere dayalı tutum ve davranışlarda tutarsızlıkların varlığını etkileyebilmektedir (Alicke vd., 2013: 674).

Söylem ve eylem arasındaki tutarsızlık, dışsal operasyonel ve normatif taleplerinde tutarsızlığa maruz kalan örgütlerde ikiyüzlülük yaratır (Lipson, 2006: 9). Bu durum onların iç yapılarına, özellikle de kurumsallaşmış yapılarına yansımaktadır (Meyer ve Rowan, 1977: 340). Örgütsel ikiyüzlülük (Chen ve Chang, 2013: 490; Han ve Koo, 2010: 40), ortak hedef belirleyememe ve

bireylerin tüm örgütsel eylemlere karşı şüpheciliği nedeniyle örgüte olan güvenin azalması (Carlos ve Lewis, 2017: 4)), olumsuz örgüt iklimi, tükenmişlik Örgütten ayrılma isteğinin artması, mutluluk duygusunun zayıflaması gibi sonuçlar ortaya çıkabilmektedir. Ayrıca örgütsel ikiyüzlülük, örgütlerin üyeleri ve gözlemcileri arasında sinizmi teşvik edebilir (Han ve Koo, 2010: 40). İkiyüzlülüğün diğer olumsuz sonuçları; İş güvencesinin yıpranması (Foote, 2001: 25), çalışanların iş performansının düşmesi (Kowal ve Roztocki, 2015: 129), işe devamlılığın azalması, örgütlerde örgütsel bağlılığın ve iş tatmininin azalmasına neden olabilir. Örgütlerin olduğundan farklı davranması ve gerçekleri saklaması örgütler için zarar verici ve patolojik bir durumdur. Fakat bazen örgütsel ikiyüzlülük, örgütün hizmet verdiği sektördeki diğer örgütler ile rekabet alanında yer almasına, popüler olmasına ve örgütün yaşamını sürdürmesine yarar sağlayabilir. (Kılıçoğlu, 2017).

Çatışmalar, sorunlar ve akılcılık ikiyüzlülüğe yol açabilir. Söylenen her eyleme karar vermek ve üzerinde anlaşmaya varılan her eylemi uygulamak zordur. İkiyüzlülük, günümüz örgütlerinin temel bir özelliği ve hayatta kalma ve büyüme için itici bir güçtür. Ancak iyi yöneticiler kurumlarının bu şekilde işlemesini hedeflemeli ve bunun için çaba göstermelidir. İkiyüzlülük tutarsızlıkla ilişkilidir ve ahlaki sorunlara ve kötü davranış sorunlarına yol açabilir. Nitekim Brunsson (1993) ikiyüzlülük kavramının genel olarak ahlak ve özel olarak da kötü ahlak ile ilgili olduğunu belirtmiştir. İkiyüzlülük literatürüne bakıldığında, çoğunun tutarsızlığa odaklandığı görülür (Hale ve Yastık, 2014). Buna karşılık, Crisp ve Cowton (1994) algılanan ikiyüzlülükte dört ikiyüzlülük biçimi tanımladılar: tutarsızlık, girişkenlik, suçlama ve kayıtsızlık. İkiyüzlülük algısının yaygın olduğunu kabul ederek söylenenlerin uygulanmadığını ve bunun ikiyüzlülük olduğunu söylüyorlar. İddia, kişinin ikiyüzlülüğe inandığı veya kamu standartlarını desteklemediğidir. Suçlama, başka birini benzer bir hata yaptığı için eleştirdiğiniz zamandır. Öte yandan kayıtsızlık, ikiyüzlülüğün örtülü veya açık ahlaki inançları olduğunu iddia eder. Dolayısıyla bu inançların gerektirdiği zor şeyleri yapmaktansa kolay şeyleri yapmayı tercih ettikleri söylenmektedir. Bu tür ikiyüzlüler ahlakı önemsizleştirir ve yapılması gerekenleri görmezden gelirler (Hale ve Yastık, 2014).

Bir örgütün çevresini etkileyen iki ana faktör vardır. Bu ahlaki ikiyüzlülük ve güçtür. Ahlaki ikiyüzlülük sistematik değildir. İlkeleri eyleme en iyi uygulayanlar daha bencil ve güçlüdür. Sonuçları, bilinçli ve bilinçsiz ikiyüzlülüklerini test etmelerine izin vermiyor. Birincisi, ikiyüzlülük evrenseldir ve ahlaki normları ihlal etmeye yönelik bilinçli bir girişimdir. İkincisi, ikiyüzlülük temel olarak kendini kandırmaya dayanır ve birey ilke ile eylem arasındaki çelişkinin tam olarak farkında değildir. Başka bir bakış açısıyla ahlaki ikiyüzlülük, kişinin kendi kurallarına aykırı davranışını, başkalarının ihlallerinden farklı olarak değerlendirmesidir (Rustichini ve Villeval, 2014). Örgütsel ikiyüzlülük, bir örgütün söylemi, kararları ve eylemleri arasındaki tutarsızlığı açıklamaya çalışır. Örgütler ikiyüzlülük yapmak istemezler. Ancak beklentileri, sosyal ve kurumsal çevrelerinin istekleriyle çelişen kuruluşlar, tutarsız talepleri yöneten çözümler sunarken ikiyüzlülüğe başvurmak zorunda kalabilirler (Cho vd., 2015). Örgütsel ikiyüzlülük heterojen bir şekilde dağılmıştır. İkiyüzlülük bir organizasyonun bazı birimlerinde veya alanlarında yaygınken bazılarında hiç görülmeyebilir (Weaver, 2008).

Örgütsel İkiyüzlülük Özellikleri

Örgütsel ikiyüzlülük, çelişen çevresel ve tutarsız baskılara veya örgüt içi ayrışmış unsurlara bir tepki olarak ortaya çıkmakta ve örgütün örgütsel yapılarında, süreçlerinde ve ideolojisinde gözlemlenebilmektedir. Ayrıca çıkar çatışmalarında farklı fikirler ortaya çıkabilmektedir (Brunsson, 1989: 216). Bu durum örgütte güvensizlik ve şüpheciliği teşvik edebilmekte, dürüstlük ve samimiyetsizlik gibi konulardaki algı ve deneyimleri örgütsel ikiyüzlülüğü tetikleyebilmektedir (Naus, Iterson ve Roe, 2007: 690). Weick'e (1976) göre, örgütlerdeki

ikiyüzlülük genellikle esnek bir şekilde birbirine bağlı veya ayrılmış iç örgütsel unsurların çatışan çevresel baskılara eşgüdümsüz tepki vermesinden kaynaklanır ve Brunson'a göre örgütün çevresinin tutarsız baskıları örgütsel yapılara, süreçlere ve ideolojilere yansır. (1989). Ayrıca Brunson'a göre örgüt içinde veya çevresinde belirli çıkarlar doğrultusunda farklı gruplar arasında bir çatışma olursa örgütlerde farklı ideoloji türleri üretilebilir ve bu durum örgütlerin iç yapılarında güvensizlik ve şüpheciliği teşvik edebilir. Literatürde örgütsel ikiyüzlülüğün nedenleri ve boyutları ile ilgili sınırlı sayıda çalışma bulunmaktadır.

Eroğlu ve Eroğlu (2014) örgütlerde ikiyüzlülük kavramını üçüncü bir boyut olarak incelemişlerdir. Bunlar:

- **Sözler:** Kuruluşun çalışanları gayri resmi anlaşmalara varır veya tartışmalarda anlaşmazlıklar yaşar.
- **Kararlar:** Kuruluş tarafından arşivlenen resmi kararlar, stratejik planlar, vizyon, misyon, temel değerler ve politikalar, genel kabul görmüş yazılı belgeler ve içerik planları arasındaki tutarsızlıklar.
- **Davranışlar:** Gayri resmi söylem ve resmi olarak kabul edilen söylem karşısında örgütsel aktörlerin davranışları arasındaki tutarsızlık.

Kılıçoğlu ve ark. (2017) yaptıkları çalışmada örgütsel ikiyüzlülük kavramını üç boyutta incelemiştir. Bunlar:

- **Sözlerin tutulması:** Bileşenleri, söylemler, kararlar ve eylemler arasındaki tutarlılık derecesini ifade eder.
- **İç yapı ile çevre arasındaki uyum bileşeni**: işletmelerin çevrelerinin değerlerini yansıtarak misyon ve hedeflerini gerçekleştirip gerçekleştirmediklerini ölçmeyi amaçlar. Aynı zamanda bu boyuttaki çalışanların işletmelerin amaçlarına hizmet edip etmediğini ve örgüt içi uygulamalarda işin içeriğini gerçekleştirip gerçekleştirmediğini sorgulamaktadır.
- **Uygulamalardaki tutarsızlıklar**: bileşende, işletme yönetiminin paydaşlarını aldatıp aldatmadığını, gerçekçi hedefler belirleyip belirlemediğini, bir şey söyleyip başka bir şey yapıp yapmadığını ve çözeceğini belirtmesine rağmen şirketteki bir sorunu çözüp çözmediğini inceler.

Örgütsel İkiyüzlülüğü Ortaya Çıkaran Sebepler

Örgütsel ikiyüzlülüğünün ortaya çıkmasını tetikleyen çeşitli faktörler vardır. Örgütsel ikiyüzlülükte örgütün duruma karşı tutumunu ve bunun sonucunda ortaya çıkan tutarsızlığı etkileyen bu faktörler, irade zayıflığı, kendini kandırma derecesi ve başkalarını aldatma niyetidir (Alicke, Gordon ve Gül, 2012). Ayrıca, insanların örgüt içindeki haksız davranış ve yalan algıları örgütsel ikiyüzlülüğü ortaya çıkarabilir (Naus, Iterson, & Roe, 2007). Örgütsel ikiyüzlülüğün ortaya çıkmasında etkili olan bu kavramlardan ilki TDK'ya (2023) göre irade zayıflığıdır. Bir şeyi yapıp yapmamaya karar verme yeteneği de tanımlanır ve zayıflık olarak adlandırılır. Kopya çekme niyeti, bireyin aldatma olasılığı olarak tanımlanmaktadır (Jones, Olderbak ve Figueredo, 2011). Aldatma niyetini ikiyüzlülüğün bir unsuru olarak görmek, bir kişinin bir işi başarma sözü yerine getirilmediğinde ortaya çıkabilir (Crisp & Cowton, 1994). Kendini kandırma ise daha önce verilen sözleri yerine getirememek olduğu için aldatmanın bir unsurudur (Alicke, Gordon ve Rose, 2012).

Perez ve Robson (1999) ise örgütsel ikiyüzlülüğün ortaya çıkmasına neden olan faktörleri üç maddede toplamıştır. Bunlar (Perez ve Robson, 1999: 389):

- Görüşme sonucunda gayrı resmi anlaşmalarda tutarsızlıklar veya anlaşmazlıklar,
- Genellikle planlar ve bütçeler de dahil olmak üzere yazılı belgeler aracılığıyla yürürlüğe giren resmi tartışmalar veya politikalarla sonuçlanan kararlar;

- Örgütsel aktörlerin, resmi olarak kabul ettikleri veya gayri resmi olarak yapacaklarını söyledikleri şeylerin aksine yaptıkları eylemlerden kaynaklanır.
- Genel olarak dürüstlük eksikliği veya tutarsızlık olarak kavramsallaştırılan örgütsel ikiyüzlülük, iddia edilen standartlar ile eylemler arasındaki tutarsızlık algısından kaynaklanan olumsuz bir değerlendirmedir (Greenbaum, Mawritz ve Piccolo, 2015: 930).

YÖNTEM

Bu çalışmanın amacı, literatürde örgütsel ikiyüzlülük ile ilgili önceki çalışmaları gözden geçirmek ve sonuçlarını açıklamaktır. Bu çalışmanın verileri, ilgili literatür taraması ve betimsel içerik analizi yoluyla elde edilen dokümanların incelenmesiyle elde edilmiştir. anlatı içerik analizi; Belirli bir konuda yapılan araştırmaların değerlendirilmesi ve betimsel düzeyde eğilimlerin ve araştırma sonuçlarının değerlendirilmesini içeren sistematik bir çalışma olması nedeniyle bu çalışmada kullanılmıştır (Albayrak ve Çiltaş, 2017: 260). Bu yöntem, belirli bir konu veya alanda birbirinden bağımsız olarak yürütülen nitel ve nicel çalışmaların derinlemesine analiz edilmesini ve sıralanmasını sağlar. Böylece sektördeki genel eğilim ortaya çıkıyor. Betimsel içerik analizi ile elde edilen sonuçların konu ile ilgili ileride yapılacak araştırmalara yardımcı olması beklenmektedir (Ültay, Akyurt ve Ültay, 2021: 189). Bu amaçla 2000 ile 2023 yılları arasında Türkçe ve yabancı dillerde yazılmış makale ve bildiriler incelenmiştir. Çalışmadan elde edilen verilere ulaşılabilen toplam 40 makale ve makale betimsel içerik analizi yoluyla incelenmiş ve yorumlanmıştır.

BULGULAR

Örgütsel ikiyüzlülük üzerine mevcut çalışmalara bakıldığında, Eriş ve Arun'un (2020) kamu malı olduğu görülmektedir. eğitim alanında Arlı (2019); Elber Börü ve diğerleri (2020) otomotiv sektöründe; Eğitim alanında Demirel (2015) ve Bahadır (2018) tarafından; tekstil sektöründe Uzunbacak, Yıldız ve Uzun (2019), Yalçınsoy ve Işık (2018); Çetinkaya ve Ordu (2017) ile Kasalak ve diğerlerinin (2019) turizm alanında çalıştıkları tespit edilmiştir. Bu durum Tablo 1 de de görülmektedir.

Tablo 1. Çalışma yapılan alanlar

Çalışma Yapılan Alan	Çalışma Sayısı
Eğitim Kurum ve Kuruluşları	22
Tekstil	1
Farklı Kurum ve Kuruluşlar(Kredi Ve Yurtlar Kurumu)	1
Kavramsal	6
Bankacılık	1
STK	3
Farklı Kurum ve Kuruluşlar(Siyasi)	1
Üretim/Perakende	3
Spor	1
Farklı Kurum ve Kuruluşlar(İnsan Kaynakları)	1

Tablo 1'de görüldüğü gibi örgütsel ikiyüzlülük üzerine çeşitli alanlarda araştırmalar yapılmaktadır. Ayrıca örgütsel ikiyüzlülüğün en çok çalışıldığı alanların eğitim kurum ve kuruluşları olduğu tespit edilmiştir. Bu, üretim/perakende ve STK'lardan geliyor. Bu alanlarda doku ikiyüzlülüğü üzerine yapılan çalışma türleri Tablo 2'de gösterilmiştir.

Tablo 2. Kullanılan Eserler: Ulaşılan Kaynak Türü Sayısı

Ulaşılan Kaynak Türü	Sayısı
Makale	37
Tez	3
Toplam	40

Tablo 2'de gösterildiği gibi, literatür taraması sonucunda en yaygın tez türünün araştırma kaynağı olarak kullanıldığını belirtmekte fayda var. Bu konudaki çalışmaların sayısı oldukça fazladır ve sistemik ikiyüzlülüğün veya sistemik ikiyüzlülük kavramının önemini göstermektedir. Reyhanoğlu ve Akın (2016), Taş, Akdemir ve Çiçek (2019), Uysal (2018), Maden (2019), Yağcı (2020), Küçük (2020), Singh ve diğerleri (2017), Kaptanoğlu (2020), Lipman Blumen (2005), Schmidt (2008) ve Wilson-Starks (2003) örgütsel ikiyüzlülüğü inceleyen yazarlar arasındadır. Bu sanatçıların ürettikleri eserlerin yıllara göre dağılımı Tablo 3'te gösterilmiştir.

Tablo 3. Kaynakların yazım yılları

Yazılan Yıllar	Yazılan Eser Sayısı
2022	9
2021	5
2020	7
2019	6
2018	2
2017	1
2016	1
2015	1
2014	4
2006	2
2005	1
2003	1
Toplam	40

Tablo 3'te görüldüğü gibi 2000'li yılların başında örgütsel ikiyüzlülük kavramı üzerine çok az araştırma yapıldığı görülmektedir. Öte yandan son yıllarda örgütsel ikiyüzlülük konusunda daha fazla araştırma yapıldığı dikkat çekmektedir. Örgütsel ikiyüzlülüğe ilişkin yayınlarda kullanılan çalışma diline ilişkin bilgiler Tablo 4'te yer almaktadır.

Tablo 4. Kullanılan eser dili

Eserlerin Dili	Sayısı
Türkçe	13
Yabancı (İngilizce)	27
Toplam	40

Tablo 4'te gösterildiği gibi, İngilizce kaynaklar çalışmanın büyük bölümünü oluşturmaktadır. Bu çalışmalarla ilgili diğer alanlar Tablo 5'te listelenmiştir.

Tablo 5. Örgütsel İkiyüzlülük davranışının ilişkilendirildiği diğer alanlar

Etkilediği Alanlar	Sayısı
Anlamlı İş, Örgütsel Dedikodu	1
Algı Yönetimi, İş İle Bütünleşme	1
Örgütsel Bağlılık	1
Örgütsel Mutluluk	1
Çevreyle Uyum	1
Örgütsel Adalet	1
Örgütsel Sinizm	1

Stratejik Tutarsızlık, Kitle Kültürü	1
Geri Çekilme Davranışı, Ahlaki Olgunluk ve Erdemlilik	1
Algı, Örgütsel Vatandaşlık, Motivasyon	1
Örgütsel Dedikodu	1
Örgütsel Destek, Örgütsel Bağlılık	1
Örgütsel Bütünlük	1
Demografik	1
Norm	1
Örgütsel Cephe, Sürdürülebilirlik	1
Sosyoloji	1
Gelişim	1
Konuşma-Eylem Tutarsızlığı	1
Örgütsel Meşruiyet, Etik Liderlik	1
Toksik Liderlik	1
Örgütsel Meşruiyet, Çatışma	1
Örgütsel Sessizlik, Örgütsel Dedikodu	1
Fikirlerde Yakınsama, Eylemlerde Farklılık	1
İşyeri Maneviyatı	3
Kapsayıcı Liderlik, Yöneticiye Güven	1
Verimsiz Çalışma, Kurumsal Sosyal Sorumluluk	1
Narsisizm, Örgütsel Sessizlik Kabullenici Sessizlik Savunmacı Sessizlik	1
Barış	1
Tutum	1
Sosyal Zayıflama, Örgütsel Atalet	1
Çalışan tutarlılığı	1
Hükümet	1
Dayanıklılık, Engelleme, Saldırganlık	1
Diğer(kavramsal çalışmalar)	4
Toplam	40

SONUÇ, TARTIŞMA VE ÖNERİLER

Örgütsel ikiyüzlülük, her türlü örgütte ve toplumsal oluşumda yaygın olarak görülmesi nedeniyle her zaman dikkate değer bir olgu olmasına karşın, literatürde örgütsel ikiyüzlülük üzerine yapılan çalışmalar sınırlı düzeyde kalmıştır. İkiyüzlülük siyaset dahil her türlü örgüt ve toplumsal oluşumda sıkça görüldüğü için her zaman dikkat çeken bir olgu olsa da bu konudaki çalışma sayısı açısından durum tam tersidir. Yani örgütsel ikiyüzlülük kavramının popülaritesi bu konudaki yayınlara yansımamış ve bu konudaki yayın sayısı oldukça azdır.

Literatür incelendiğinde ikiyüzlülük kavramı hem kurumsal hem de örgütsel yapı açısından taahhütler ile uygulamalar arasındaki tutarsızlık olarak ifade edilmektedir. Örgütsel ikiyüzlülüğün örgüt üzerindeki en büyük etkisi, çalışanlar arasında örgütsel güveni azaltmasıdır. Bir kurumda samimiyet, dürüstlük, adalet ve bütünlük olmadığında tutarsızlıklar baş göstermeye başlar. Bu durum çalışanların örgüte yönelik inanç ve davranışlarını olumsuz etkilemektedir. Davranış veya uygulamaların ikiyüzlülük olarak nitelendirildiği kurum ve/veya kuruluşlarda güvensizliğe neden olur. Bu durumlar hem çalışanların işyerine hem de örgüt içindeki tutum ve davranışlarını etkilemekte, çalışanların örgüte bağlılığını ve iş doyumunu azaltmaktadır. Bu durum, bir kuruluşun performansını ve üretkenliğini olumsuz etkileyebilir.

Bir şirkette örgütsel ikiyüzlülük düzeyi arttıkça çalışanların örgüte olan güveni azalmaktadır. Bireylerin sözleri, kararları ve eylemleri arasındaki tutarsızlıklar ve tutarsızlıklar çalışanların güvenini azaltır. Bu durumun temel nedeni tutarsızlıkların genellikle bireylerin inanç tarzlarına ve niyetlerine bağlı olarak davranışlarını etkilemesidir (Kılıçoğlu, 2017). Kurumsal açıdan bakıldığında vaatler ve uygulamalar arasındaki uyumsuzluklar hem kurumsal itibarı hem de marka imajını güven ve özgünlük açısından olumsuz etkilemekte ve müşteri kaybına neden olmaktadır. Bu nedenle kurum ve/veya kuruluşlar gerek söylemde gerekse uygulamada taahhütlerini yerine getirmeli ve bu konuda özverili olmalıdır. Örgütsel ikiyüzlülük kavramının örgütsel davranış alanında yeni bir kavram olduğu düşünüldüğünde, bu kavramın örgütler içinde yaygınlaşmasını engelleyecek önlemler alınması gerekmektedir. Örgüt içinde ikiyüzlülüğün oluşmasını önlemek için, etik ilkelerle tutarlı bir etik iklim geliştirilmelidir.

İlk olarak, örgütsel ikiyüzlülük daha geniş ve daha çeşitli bir örneklemde kurumsal bir bağlamda gerçekleştirilebilir. Bu çalışma birkaç değişkenle ilişkili olarak incelenebilir. Organizasyonunuzdaki örgütsel ikiyüzlülüğün nedenlerini araştırabilirsiniz. Gelecekteki çalışmalarda örgütsel ikiyüzlülük algısını etkileyebilecek çeşitli değişkenler arasındaki ilişkinin belirlenmesine yönelik araştırmalar yapılabilir. Örgütsel ikiyüzlülük ortaya çıkarılmalı ve karşı önlemler alınmalıdır. İş başında eğitim, çalışanların davranışlarını anlamalarına yardımcı olacak şekilde yapılandırılabilir. İş gezileri, kahvaltılar ve yemekler gibi etkinlikler planlayarak, çalışanların katılımını sağlayan bir organizasyonel iklim yaratabilirsiniz. Bir örgütteki yöneticiler astlarına adil davrandığında, örgüt içindeki ikiyüzlülük algısı azalır ve örgütsel bağlılık artar. Bir organizasyon yöneticisinin çalışmalarını denetleyebilecek veya yönlendirebilecek organizasyon birimleri sağlayabilirsiniz. Çalışanların örgütsel ikiyüzlülük konusundaki farkındalıkları arttıkça örgütsel bağlılık konusundaki farkındalıkları azalacaktır. Bu sonuçlardan hareketle, örgüt yöneticilerinin özellikle örgüt yöneticisi ile iş tutarsızlığı konusunda brifingler düzenleyerek örgütün ikiyüzlülüğünün daha fazla farkına varabilecekleri doğrulanabilir.

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Mevduat Bankalarının Kurumsal Sürdürülebilirlik Performanslarının LOPCOW-RSMVC Modeli ile Ölçülmesi

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ÖZET

Bu çalışmada, Türkiye'de faaliyet gösteren mevduat bankalarının 2021 dönemi kurumsal sürdürülebilirlik performansının ÇKKV yöntemlerinden LOPCOW-RSMVC modeli ile ölçülmesi amaçlanmıştır. Çalışmada, dört sosyal sürdürülebilirlik, dört ekonomik sürdürülebilirlik, dört çevresel sürdürülebilirlik olmak üzere 12 gösterge kullanılmıştır. Literatür taraması sonucunda belirlenen göstergelerin ağırlıkları LOPCOW tekniği ile belirlenmiş, bankaların performans skorları ise RSMVC yöntemi ile hesaplanmıştır. Analiz için gerekli veriler bankaların sürdürülebilirlik raporları aracılığı ile elde edilmiştir. LOPCOW tekniğine göre önem derecesi en yüksek göstergeler çalışan devir oranı, öz kaynak karlılığı oranı ve toplam tehlikeli atık olarak belirlenmiştir. Diğer taraftan, toplam ATM sayısı, sermaye yeterliliği oranı, toplam sera gazı emisyonu en düşük önem derecesine sahip kriterler arasında yer almıştır. Çalışma sonunda, bankaların boyutlar ve yıllar bazında performans sıralamaları değişirken, A2 bankasının diğer bankalara kıyasla ön sıralarda yer aldığı tespit edilmiştir. Bu çalışma, LOPCOW-RSMVC modelinin kurumsal sürdürülebilirlik performans ölçümünde kullanıldığı ilk çalışma olması bakımından önemlidir ve literatüre katkı sağlayacağı düşünülmektedir.
Anahtar Kelimeler: Kurumsal Sürdürülebilirlik, ÇKKV, LOPCOW, RSMVC

Measuring the Corporate Sustainability Performance of Deposit Banks with the LOPCOW-RSMVC Model

ABSTRACT

This study aims to measure the corporate sustainability performance of deposit banks operating in Turkey during the 2021 period using the LOPCOW-RSMVC model from the MCDM method. In the study, 12 indicators were used, including four social sustainability, four economic sustainability, and four environmental sustainability indicators. The weights of the indicators identified at the end of the literature review were determined by the LOPCOW technique, and the performance scores of the banks were calculated using the RSMVC method. The data for the analysis were obtained through the banks' sustainability reports. According to the LOPCOW technique, the most important indicators were determined to be the employee turnover rate, return on equity and total hazardous waste. On the other hand, the total number of ATMs, capital adequacy ratio, and total greenhouse gas emissions were among the criteria with the lowest degree of importance. At the end of the study, it was found that the performance rankings of banks varied by size and year, while A2 bank was found to be among the top performing banks compared to other banks. This study is important in terms of being the first study to use the LOPCOW-RSMVC model in corporate sustainability measurement in the domestic literature, and it is believed to contribute to the literature.
Keywords: Corporate Sustainability, MCDM, LOPCOW, RSMVC

GİRİŞ

Sürdürülebilirlik, insanların ihtiyaçlarını karşılayabilmeleri amacıyla kaynakları korumak, insan refahını artırmak ve insanı korumak olarak ifade edilmektedir (Goodland, 1995: 6). Sürdürülebilirlik kavramı, ulusal ve global düzeyde sürdürülebilir kalkınma kavramını, işletme düzeyinde ise kurumsal sürdürülebilirlik kavramını ifade etmektedir (Dyllick ve Hockerts, 2002: 131). Kurumsal sürdürülebilirlik kavramı, ekonomik, çevresel ve sosyal amaç ve değerler arasındaki bir dengeyi ifade etmektedir (Signitzer ve Prexl, 2007: 3). Bu kapsamda, kurumsal sürdürülebilirliğin ekonomik, çevresel ve sosyal olmak üzere üç boyutu ortaya çıkmaktadır.

Sürdürülebilir kalkınmanın başarılmasında büyük bir öneme sahip olan bankalar, ekonomik sistemin de yapı taşlarını oluşturmaktadır. Bu noktada, bankalardan sürdürülebilirliği kurumsal stratejilerine entegre etmeleri, üst düzey toplumsal katkı sağlamaları, çevreye saygılı olmaları ve paydaşlarla ilişkilerde şeffaf olmaları beklenmektedir (Özçelik ve Öztürk, 2014: 192).

Küreselleşme ile birlikte varlığını devam ettirmek isteyen kuruluşların performanslarını düzenli olarak ölçmeleri ve ortaya çıkan sorunları objektif bir şekilde değerlendirmeleri kuruluşların sektördeki yerlerini görebilmelerine ve gerekli önlemleri alabilmelerine olanak tanımaktadır. Küresel rekabet ortamı nedeniyle finansal sistemin en önemli elemanlarından birini oluşturan bankaların performans değerlendirmeleri de kaçınılmaz olmaktadır (Çalışkan ve Tamer, 2016: 86). Performans ölçümü sırasında karar verici birden çok değişkenden oluşan karar problemi ile karşılaşmaktadır. Bu tür problemlerin çözümünde ise Çok Kriterli Karar Verme (ÇKKV) yöntemleri yaygın bir şekilde kullanılmaktadır (Akgül, 2018:580).

Bu çalışmada, Türkiye'de faaliyet gösteren dört mevduat bankasının 2021 dönemi kurumsal sürdürülebilirlik performanslarının ekonomik, çevresel ve sosyal boyut temelinde ÇKKV yöntemleri ile ölçülmesi amaçlanmıştır. Göstergelerin ağırlıkları logarithmic percentage-change driven objective weighting (LOPCOW) tekniği ile belirlenirken, alternatifler performansları doğrultusunda ranking the solutions based on the mean value of criteria (RSMVC) yöntemi ile kıyaslanmıştır.

1. LİTERATÜR TARAMASI

Literatürde, bankaların kurumsal sürdürülebilirlik performansının ÇKKV yöntemleri kullanılarak ölçüldüğü çalışmalar giderek yaygınlaşmaktadır. Tablo 1'de bahsi geçen çalışmaların özeti sunulmuştur.

Tablo-1: Örnek Çalışmalar

Yazar(lar)	Dönem	Yöntem(ler)	Göstergeler	Bulgular
Eş ve Kamacı (2020)	2014-2018	Entropy, EDAS, ARAS	Toplam şube-çalışan sayısı, toplam ATM, çalışan başına ortalama eğitim saati, sermaye yeterliliği, özkaynak/toplam aktif, özkaynak karlılığı, aktif karlılığı, vergi öncesi kar/toplam aktif,kapsam 1 ve 2 emisyonları	Ziraat Bankası, Halk Bankası, Türkiye Vakıflar Bankası, Akbank, Şekerbank, İş Bankası ve Yapı Kredi Bankasının ekonomik, çevresel ve sosyal sürdürülebilirlik performansının ölçüldüğü çalışmada, ÇKKV sıralamaları değişirken İş Bankası tüm yıllarda ve tüm yöntemlerde ilk sırada yer almıştır.
Ecer (2019)	2018	Entropy-ARAS	"Toplam çalışan sayısı, toplam ATM, çalışan başına ortalama eğitim süresi, toplam müşteri sayısı, personel devir hızı, sermaye yeterliliği oranı, özkaynaklar/toplam risk ağırlıklı tutarlar*100, özkaynak/ toplam aktif oranı, özkaynak/ toplam aktif,	Türkiye'de faaliyet gösteren altı özel sermayeli bankanın kurumsal sürdürülebilirlik performansının ölçüldüğü çalışmada, ilk üç sırada İş Bankası, Akbank, TEB bulunmaktadır.

			özkaynak karlılığı, net kar/özkaynaklar, aktif karlılığı, net kar/toplam aktifler, sürdürülen faaliyetler vergi öncesi kar/toplam aktifler oranı, sürdürülen faaliyetler vergi öncesi kar/toplam aktifler), çalışan başına doğrudan sera gazı emisyonu (ton CO2), çalışan başına dolaylı sera gazı emisyonu (ton CO2), çalışan başına elektrik tüketimi (gigajul*), çalışan başına su tüketimi (m3), çalışan başına kağıt tüketimi (kg), çalışan başına yakıt tüketimi (gigajul*)"	
Bektaş (2022)	2014-2021	MEREC-ARAS	Toplam şube sayısı, toplam ATM sayısı, toplam çalışan sayısı, sermaye yeterliliği oranı, öz kaynak kârlılığı, aktif kârlılığı, kapsam 1 ve 2 emisyonu	Devlet bankalarının (Ziraat Bankası, Halk Bankası ve Vakıf Bankası) kurumsal sürdürülebilirliğinin ölçüldüğü çalışmada, ilk üç sırada sırasıyla Vakıf Bank, Halk Bankası, Ziraat Bankası yer almıştır.
Oral ve Geçdoğan (2020)	2013-2018	AHP, TOPSIS	"Net kar, aktif büyüklük, öz kaynak, mevduat, krediler, kadın çalışan sayısı, üst yönetim kadın çalışan sayısı, çalışan başına eğitim saati, elektrik tüketimi, su tüketimi, toplam karbon salınımı"	BIST'de işlem gören bankaların (Halkbank, İş Bankası, Yapı ve Kredi Bankası, Garanti Bankası ve Akbank) kurumsal sürdürülebilirliklerinin ölçüldüğü çalışmada,ekonomik ve sosyal boyut bakımından tüm yıllarda Akbank ilk sırada yer alırken, çevresel sürdürülebilirlik bakımından 2013-2016 yıllarında ilk sırada Halkbank, 2017 yılında Akbank, 2018 yılında ise TIB yer almıştır.
Yarlıkaş ve Öztürk (2021)	2020	CRITIC, MOORA	"Toplam şube sayısı, toplam ATM sayısı, toplam çalışan sayısı, toplam müşteri sayısı, ortalama eğitim süresi, personel devir hızı, sermaye yeterlilik oranı, özkaynak karlılığı, toplam aktifler, net kar, kişi başına düşen doğrudan sera gazı emisyon miktarı, kişi başına düşen su tüketim miktarı, kişi başına düşen kâğıt tüketim miktarı, kişi başına düşen yakıt tüketim miktarı"	Altı bankanın kurumsal sürdürülebilirlik performansının ölçüldüğü çalışmada, performans sıralamaları İş Bankası>Yapı Kredi>Akbank>Garanti>TEB>Şekerbank şeklinde gerçekleşmiştir.
Doğan ve Kılıç (2022)	2019	Entropy-GİA	İnsan hakları, çalışan hakları, fırsat eşitliği, iş kazaları verileri, kişisel verilerin korunması ile ilgili düzenlemeler, etik politikası, toplumsal yatırımlar, sosyal sorumluluk, finansal kapsayıcılık açıklamaları, finansmana erişim	Altı Bankanın kurumsal sürdürülebilirlik performansının değerlendirildiği çalışmada, performans sıralamaları Garanti BBVA> Türkiye İş Bankası> VakıfBank> Türkiye Sınai ve Kalkınma Bankası> Yapı Kredi> Ziraat Bankası şeklinde gerçekleşmiştir.

			açıklamaları, çalışanlara verilen eğitimlerle ilgili açıklamalar, atık yönetimi, çevre ile ilgili yapılan çalışmalar, karbon ölçümü, sera gazı salınımı, temiz enerji yatırımları, iklim ile ilgili açıklamalar, geri dönüşüm çalışmaları, çevresel ayak izi açıklaması, çevresel risk açıklaması, çevresel etki açıklaması, rüşvet ve yolsuzlukla mücadele, vergisel açıdan dürüstlük ilkesine yönelik politika ve programlar, sosyal sorumluluk projeleri, uluslararası standartlara ve inisiyatiflere üyelik, toplam aktif ve kredi büyüklüğü, özkaynaklar toplamı, net karlılık oranları, sermaye yeterlilik rasyosu	
Aras vd. 2016	2013	Entropy, TOPSIS	Ekonomik, finansal, çevresel, sosyal ve yönetsel sürdürülebilirlik temel boyutları altında toplam 86 kriter	Geleneksel ve katılım bankalarının kurumsal sürdürülebilirlik performansının karşılaştırıldığı çalışmada, performans sıralamaları Garanti BBVA> Türkiye Finans> Şekerbank> Yapı Kredi> Yapı Kredi> İş bankası>Akbank>Ziraat bankası şeklinde gerçekleşmiştir.
Yılmaz ve İne (2018)	2015-2016	Balanced Scorecard, TOPSIS	Net kâr, toplam aktif, krediler, mevduat, özkaynak, sermaye yeterlilik oranı, düşük kredi oranı, dahili elektrik tüketimi, yenilenebilir enerji kredi tutarı, su tüketimi, geri dönüştürülmüş kağıt tutarı, çalışan başına ortalama eğitim süresi, çalışan ortalama yaşı, toplam çalışan sayısı, toplam şube sayısı, ATM sayısı, internet bankacılığı kullanan müşteri sayısı, mobil bankacılık aktif müşteri sayısı, engelli dostu atm sayısı	2015 yılında 7 bankanın ve 2016 yılında ise 6 bankanın kurumsal sürdürülebilirlik performansının değerlendirildiği çalışmada, bankalar sembollerle ifade edilmiştir. 2015 ve 2016 yılında ilk sırada A bankası yer almıştır.
Ömürbek vd. (2017)	2015	Entropy, ARAS, MOOSRA, COPRAS	"Toplam aktif değişim oranı, nakdi krediler değişim oranı, toplam özkaynak değişim oranı, mevduat değişim oranı, sermaye yeterlilik oranı ve büyüme puanı ortalaması, toplam şube sayısı, toplam müşteri sayısı, toplam ATM sayısı, toplam çalışan sayısı, çalışan başına ortalama eğitim süresi, kapsam 1-2 emisyonu"	Büyük ölçekli bankaların kurumsal sürdürülebilirlik performansının değerlendirildiği çalışmada, farklı yöntemlerle elde edilen sıralamalar küçük sapmalar göstermiştir. Elde edilen bütünleşik performans sıralamaları Ziraat > Iş Bankası> Halkbank> Akbank> Yapı Kredi> Garanti Bankası>Vakıfbank şeklinde gerçekleşmiştir.

Aras vd. (2017)	2010-2014	Entropy, TOPSIS	Ekonomik, çevresel, sosyal ve yönetim boyutları altında toplam 130 kriter	Garanti bankasının kurumsal sürdürülebilirlik performansının değerlendirildiği çalışma sonunda, performansta yıllar itibariyle bir artış gözlenirken, ekonomik boyut en yüksek ağırlığa sahip olan boyut olarak tespit edilmiştir.
Ecer ve Pamucar (2022)	2020-2021	LOPCOW-DOBI	"Sermaye yeterlilik rasyosu, özkaynak/toplam aktifler, ortalama özkaynak karlılığı, ortalama aktif karlılığı, vergi öncesi kar/toplam aktifler, şube, personel, müşteri, ATM, eğitim, devir hızı, doğrudan emisyonlar, dolaylı emisyonlar, elektrik tüketimi, su tüketimi, kağıt kullanımı, yakıt tüketimi"	Sekiz bankanın kurumsal sürdürülebilirlik performansının değerlendirildiği çalışma sonunda, Garanti BBVA'nın diğer bankalardan daha iyi performans gösterdiği tespit edilmiştir.
Aras vd. (2018)	2012-2014	Entropy, TOPSIS	Ekonomik, finansal, sosyal, çevresel, yönetim temel boyutları altında toplam 86 kriter	Dört bankanın kurumsal sürdürülebilirlik performansının değerlendirildiği çalışma sonunda, yıllara göre bankaların performans sıralaması değişmiştir.

Tablo 1'e göre farklı örneklemler kullanılarak bankaların kurumsal sürdürülebilirlik performansı ÇKKV yöntemleri ile değerlendirilmiştir. Buna göre, en sık kullanılan ağırlıklandırma tekniklerinin başında Entropy gelirken, ARAS ve TOPSIS yöntemleri en sık kullanılan sıralama yöntemleri arasında yer almıştır.

2. METODOLOJİ

Çalışmada kullanılan LOPCOW ve RSMVC yöntemlerinin açıklamalarına bu bölümde yer verilmiştir.

2.1. LOPCOW Tekniği

Ecer & Pamucar (2022) tarafından ortaya konulan LOPCOW tekniği objektif teknikler arasında yer almaktadır. Tekniğin adımları aşağıdaki gibidir (Ecer & Pamucar, 2022: 4-5):

Adım 1: Karar matrisi oluşturulur.

Adım 2: Karar matrisi normalize edilir.

$$r_{ij} = \frac{x_{max} - x_{ij}}{x_{max} - x_{min}} \qquad maliyet \tag{1}$$

$$r_{ij} = \frac{x_{ij} - x_{min}}{x_{max} - x_{min}} \qquad fayda \tag{2}$$

Adım 3: Her bir kriterin yüzdelik değerleri (PV) hesaplanır.

$$PV_{ij} = \left| In\left(\frac{\sqrt{\frac{\sum_{i=1}^{m} r_{ij}^2}{m}}}{\sigma}\right) * 100 \right| \quad (3)$$

σ ve m, sırasıyla standart sapmayı ve alternatif sayısını ifade eder.

Adım 4: Kriter ağırlıkları hesaplanır.

$$w_j = \frac{PV_{ij}}{\sum_{i=1}^{n} PV_{ij}} \quad (4)$$
$$\sum_{i=1}^{n} w_j = 1$$

2.2.RSMVC Yöntemi

Thinh & Van Dua (2022) tarafından ortaya konulan RSMVC yöntemin adımları aşağıdaki gibidir (Thinh & Van Dua, 2022: 2):

Adım 1: Karar matrisi oluşturulur.

$$\begin{matrix} A1 \\ A2 \\ A3 \\ A4 \\ \vdots \\ Am \end{matrix}\begin{bmatrix} a_{11} \div b_{11} & \cdots & a_{1n} \div b_{1n} \\ a_{21} \div b_{21} & \cdots & a_{2n} \div b_{2n} \\ a_{31} \div b_{31} & \cdots & a_{3n} \div b_{3n} \\ \vdots & \vdots & \vdots \\ a_{ij} \div b_{ij} & & \vdots \\ a_{m1} \div b_{m1} & \cdots & a_{mn} \div b_{mn} \end{bmatrix}$$

Adım 2: Kriterlerin ortalama değerleri hesaplanır.

Kriterlerin ortalama değerleri Eşitlik 7 kullanılarak hesaplanır.

$$\bar{x}_{ij} = \frac{a_{ij} + b_{ij}}{2} \quad (5)$$

Eşitlik (5) kriter değeri [a_{ij}, b_{ij}] aralığında olduğunda kullanılır. Kriter değerinin tam sayı olması durumunda $a_{ij} = b_{ij}$ durumu dikkate alınarak yine aynı formül kullanılmaktadır.

Adım 3: Her bir kriter ortalama değere dayalı olarak sıralanır.

Fayda yönlü kriter: En yüksek ortalamaya sahip çözüm 1. sırada ve en küçük ortalamaya sahip çözüm en son sırada yer alır.

Maliyet yönlü kriter: En küçük ortalamaya sahip çözüm 1. sıralanır ve tam tersi, en yüksek ortalamaya sahip çözüm en son sırada yer alır.

Eğer n kriter varsa, çözümler için n sıralama zamanında yapılması gerekir.

Adım 4: Alternatiflerin skorları hesaplanır.

Eşitlik 8 ile her bir alternatifin toplam skoru hesaplanır.

$$S_i = r_{ij} * w_j \quad (6)$$

r_{ij}, 3. adımda belirlenen kriterin sıralamasıdır; w_j, j kriterinin ağırlığıdır.

Adım 5: Alternatifler sıralanır.

S_i puanı en küçük olan alternatif en iyi çözümdür.

3. UYGULAMA

Bu çalışmada Türkiye'de faaliyet gösteren mevduat bankalarının kurumsal sürdürülebilirlik performanslarının LOPCOW-RSMVC bütünleşik modeli ile ölçülmesi amaçlanmıştır. Türkiye'de faaliyet gösteren 32 mevduat bankası vardır. Verilerine ulaşılan dört banka analiz kapsamına alınmış ve çalışmanın alternatiflerini oluşturmuştur (Tablo 2). Literatür taraması sonucunda belirlenen kriterlerin (Tablo 3) ağırlıkları LOPCOW tekniği ile belirlenmiştir. Alternatiflerin sıralaması RSMVC yöntemi kullanılarak gerçekleştirilmiştir. Veriler, bankaların sürdürülebilirlik raporları aracılığıyla elde edilmiştir.

Tablo-2: Alternatifler

Banka	Kod
TÜRKİYE HALK BANKASI A.Ş.	A1
TÜRKİYE İŞ BANKASI A.Ş.	A2
TÜRKİYE VAKIFLAR BANKASI T.A.O.	A3
YAPI VE KREDİ BANKASI A.Ş.	A4

Tablo-3: Kriterler

	Gösterge	Birim	**Kod**	**Opt.**
Sosyal sürdürülebilirlik	Toplam Şube Sayısı	Adet	S1	maks
	Toplam Çalışan Sayısı	Adet	S2	maks
	Toplam ATM Sayısı	Adet	S3	maks
	Çalışan Devir Oranı	%	S4	min
Ekonomik sürdürülebilirlik	Sermaye Yeterliliği Oranı	%	E1	maks
	Öz Kaynak Karlılığı Oranı	%	E2	maks
	Aktif Karlılık Oranı	%	E3	maks
	Öz Kaynak/Toplam Aktif	%	E4	maks
Çevresel sürdürülebilirlik	Toplam Su Tüketimi	m^3	Ç1	min
	Toplam Sera Gazı Emisyonu	Tco2e	Ç2	min
	Toplam Enerji Tüketimi	GJ	Ç3	min
	Toplam Tehlikeli Atık	ton	Ç4	min

3.1. LOPCOW Tekniği ile Kriter Ağırlıklarının Belirlenmesi

LOPCOW tekniği ile kriter ağırlıklarının belirlenmesi için ilk olarak karar matrisi oluşturulmuştur (Tablo 4). Ardından, karar matrisi (Tablo 4) eşitlik 1 ve 2 ile normalize edilmiştir ve sonuçlar Tablo 5'te sunulmuştur. Eşitlik 3 ile kriterlerin yüzdelik değerleri hesaplanmış, eşitlik 4 kullanılarak ise kriter ağırlıkları belirlenmiş ve tüm sonuçlar Tablo 6'da sunulmuştur.

Tablo-4: Karar Matrisi

	S1	S2	S3	S4	E1	E2	E3	E4	Ç1	Ç2	Ç3	Ç4
A1	1018	20.339	4082	2,8	14,47	0,042	0,002	0,047	206.235	47.202	481.145	23
A2	1195	22.802	6476	2,01	20,36	0,162	0,014	0,086	275.652	31.312	630.216	12
A3	940	16.929	4162	1,69	15,19	0,095	0,005	0,053	188.366	18.202	400.565	15
A4	804	15.452	4601	5,91	18,67	0,165	0,013	0,081	232.822	41.166	462.668	242

Kaynak: A1 (https://www.halkbank.com.tr/tr/bankamiz/surdurulebilirlik/surdurulebilirlik/raporlar-ve-etkinlikler.html); A2 (https://www.isbank.com.tr/bankamizi-taniyin/raporlarimiz); A3 (https://mobil.vakifbank.com.tr/surdurulebilirlik-raporlari.aspx?pageID=1254); A4 (https://www.yapikredi.com.tr/yapi-kredi-hakkinda/surdurulebilirlik/raporlar-ve-oduller/surdurulebilirlik-raporlari)

Tablo-5: Normalize Edilmiş Karar Matrisi

	S1	S2	S3	S4	E1	E2	E3	E4	Ç1	Ç2	Ç3	Ç4
A1	0,547	0,665	0,000	0,737	0,000	0,000	0,000	0,000	0,795	0,000	0,649	0,952
A2	1,000	1,000	1,000	0,924	1,000	0,976	1,000	1,000	0,000	0,548	0,000	1,000
A3	0,348	0,201	0,033	1,000	0,122	0,431	0,250	0,154	1,000	1,000	1,000	0,987
A4	0,000	0,000	0,217	0,000	0,713	1,000	0,917	0,872	0,491	0,208	0,730	0,000

Tablo-6: PV Değerleri ve Kriter Ağırlıkları

	S1	S2	S3	S4	E1	E2	E3	E4	Ç1	Ç2	Ç3	Ç4
PV	28,7182	27,0222	3,8676	55,9000	26,0521	34,8663	28,6377	26,7936	44,1729	22,6388	53,0934	56,6245
w_i	0,2486	0,2339	0,0335	0,4839	0,2239	0,2997	0,2461	0,2303	0,2502	0,1282	0,3008	0,3208

Tablo 6'ya göre, 2021 yılı için önem derecesi en yüksek ve en düşük kriterler sırasıyla sosyal boyutta S4-S3; ekonomik boyutta E2-E1; çevresel boyutta ise Ç4-Ç2 olarak belirlenmiştir.

LOPCOW tekniğine göre önem derecesi en yüksek göstergeler çalışan devir oranı, öz kaynak karlılığı oranı ve toplam tehlikeli atık olarak belirlenmiştir. Diğer taraftan, toplam ATM sayısı, sermaye yeterliliği oranı, toplam sera gazı emisyonu en düşük önem derecesine sahip kriterler arasında yer almıştır.

3.2. RSMVC Yöntemiyle Alternatiflerin Sıralanması

RSMVC yöntemi ile bankaların performans sıralamalarını elde etmek amacıyla ilk olarak eşitlik 5 kullanılarak kriterlerin yönü dikkate alınarak kriterler sıralanmıştır (Tablo 7). Ardından, eşitlik 6 ile ağırlıklı matris oluşturulmuş ve alternatiflere ait performans skorları elde edilmiştir (Tablo 8). Tüm sonuçlar Tablo 9'da sunulmuştur.

Tablo-7: Kriterlerin Sıralanması

	S1	S2	S3	S4	E1	E2	E3	E4	Ç1	Ç2	Ç3	Ç4
A1	2	2	4	3	4	4	4	4	2	4	3	3
A2	1	1	1	2	1	2	1	1	4	2	4	1

A3	3	3	3	1	3	3	3	3	1	1	1	2
A4	4	4	2	4	2	1	2	2	3	3	2	4

Tablo-8: Ağırlıklı Karar Matrisi

	S1	**S2**	**S3**	**S4**	**E1**	**E2**	**E3**	**E4**	**Ç1**	**Ç2**	**Ç3**	**Ç4**
A1	0,497	0,468	0,134	1,452	0,896	1,199	0,985	0,921	0,500	0,513	0,902	0,962
A2	0,249	0,234	0,033	0,968	0,224	0,599	0,246	0,230	1,001	0,256	1,203	0,321
A3	0,746	0,702	0,100	0,484	0,672	0,899	0,738	0,691	0,250	0,128	0,301	0,642
A4	0,995	0,936	0,067	1,936	0,448	0,300	0,492	0,461	0,751	0,385	0,602	1,283

Tablo-9: Karşılaştırmalı Sonuçlar

		Sosyal boyut		**Ekonomik boyut**		**Çevresel boyut**	
		Değer	**Sıra**	**Değer**	**Sıra**	**Değer**	**Sıra**
2020	A1	2,551	3	4,000	4	2,878	3
	A2	1,484	1	1,300	1	2,781	2
	A3	2,032	2	3,000	3	1,321	1
	A4	3,933	4	1,700	2	3,020	4

SONUÇ

Bu çalışmada, Türkiye'de faaliyet gösteren dört mevduat bankasının 2020-2021 dönemi kurumsal sürdürülebilirlik performansı ÇKKV yöntemlerinden LOPCOW ve RSMVC kullanılarak ölçülmüştür. Literatür taraması sonucunda belirlenen 12 kriterin ağırlıkları LOPCOW tekniği ile belirlenmiştir. Bankaların performans skorları ise RSMVC yöntemi ile belirlenmiştir.

LOPCOW tekniği ile elde edilen sonuçlara göre 2021 yılı için önem derecesi en yüksek ve en düşük kriterler sırasıyla sosyal boyutta S4-S3; ekonomik boyutta E2-E1; çevresel boyutta ise Ç4-Ç2 olarak belirlenmiştir. RSMVC sonuçlarına göre bankaların genel olarak boyutlar temelinde sırası değişirken, A2 bankası sosyal ve ekonomik boyutta ilk sırada yer alırken, çevresel sürdürülebilirlik bakımından ikinci sırada yer almıştır. En yüksek çevresel sürdürülebilirlik performansına ise A3 bankası sahip olmuştur.

Karar matrisleri incelendiğinde A2 bankasının sosyal ve ekonomik sürdürülebilirlik performansının daha yüksek olmasında kârlılığının ve sermaye yeterlilik oranının yüksek olması etkili olmuştur. A3 bankasının çevresel sürdürülebilirlik performansı bakımından ilk sırada yer almasında enerji-su tüketiminin ve sera gazı emisyonunun diğer bankalara kıyasla daha düşük olması etkili olmuştur.

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KOBİ Çalışanlarında Toksik Duygu Deneyimlerinin Duygusal Bağlılığa Etkisi

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ÖZET

Neredeyse her örgütte görülebilen toksik duygu deneyimlerinin olumsuz etkileri nispeten uzun sürmektedir. Bu toksik olayların tekrar deneyimlenme ihtimalinden dolayı çalışanlar, uzun süre boyunca tedirgin olabilmekte, yalnızlaşabilmekte, duygusal anlamda yorulabilmekte ve tükenme noktasına gelebilmektedirler. Duygusal anlamda toksik bir örgüt ortamında kendini sürekli tehlike altında hisseden, her an örgütsel toksisitenin bir hedefi haline gelebileceğini düşünen bir çalışanın o örgütte aidiyet duygusuyla hareket etmesi güçtür. Bu bağlamda duygusal bağlılığı zayıflayabilmektedir. Çünkü duygusal toksisiteyle mücadele eden çalışanın örgüte olan sadakatinin azalacağı düşünülmektedir. Buradan hareketle çalışanların maruz kaldıkları toksik duygu deneyimlerinin duygusal bağlılıklarıyla ilişkisi araştırılmıştır.

Araştırmada nicel araştırma yöntemi ve anket tekniği kullanılmıştır. Bu amaçla Burdur ilindeki Küçük ve Orta Ölçekli İşletmelerde (KOBİ) çalışan 258 bireyden veri toplanmıştır. Yapılan analizler neticesinde toksik duygu deneyimlerinin çalışanların duygusal bağlılıklarıyla negatif bir ilişkisinin olduğu tespit edilmiştir. Ayrıca toksik duygu deneyimlerinin duygusal bağlılığı negatif şekilde etkilediği ortaya çıkmıştır. Sonuç olarak, toksik duygu deneyimlerinin varlığı, tekrar etmesi, sosyal ilişkilere zarar vermesi ve bezdirici bir hal alması çalışanların örgüte olan duygusal bağlılıklarını düşürdüğü söylenebilir.

Anahtar Kelimeler: Örgütsel Toksisite, Toksik Duygu Deneyimleri, Duygusal Bağlılık

The Effect of Toxic Emotional Experiences on Affective Commitment in SME Employees

ABSTRACT

The negative effects of toxic emotion experiences, which can be seen in almost every organization, last a long time. Due to the possibility of re-experiencing these toxic events, employees may experience anxiety for a long time, become lonely, get tired emotionally and become exhausted. It is difficult for an employee who feels constantly in danger in an emotionally toxic organizational environment to act with a sense of belonging in that organization. In this context, affective commitment may weaken. Because it is thought that the loyalty of the employee to the organization who struggles with emotional toxicity will decrease. From this point of view, the relationship between the toxic emotion experiences of the employees and their affective commitment was investigated.

Quantitative research method and survey technique were used in the research. For this purpose, data were collected from 258 individuals working in Small and Medium-Sized Enterprises (SMEs) in Burdur province. As a result of the analyzes, it was determined that toxic emotion experiences have a negative relationship with the affective commitment of the employees. In addition, it has been revealed that toxic emotion experiences negatively affect affective commitment and reduce its level. As a result, it can be said that the presence of toxic emotion experiences, their repetition, damaging social relations and becoming tiring reduce the emotional commitment of employees to the organization.

Keywords: Organizational Toxicity, Toxic Emotional Experiences, Affective Commitment

GİRİŞ

Olumsuz bir ruh halinin temel kaynağı olan toksisite nerdeyse her örgütte görülebilmektedir. Örgütler ve çalışanları ise bu toksisitenin etkilerinden muzdariptir. Çünkü örgüt içerisindeki olumsuz durumların etkisi daha kalıcı olmaktadır (Robert ve Vandenberghe, 2021). Toksik bir örgüt ortamında çalışanların bezmesi, kırılması, tükenmesi söz konusu olabilmektedir. Toksik duygular tekrar ettiğinde insana önemli bir duygusal yük getirmektedir. İnsanın fiziksel ve zihinsel kaynaklarını tüketmektedir (Kiefer ve Barclay, 2012). Bu nedenle iş ortamında mutluluk veya güven gibi olumlu duyguları sürekli vurgulamak ve göz önünde bulundurmak, mutsuzluk, kaygı ve stres gibi olumsuz duygu deneyimlerinin yarattığı etkileri örtememektedir. Böylesine bir zihinsel ve duygusal olumsuzlukların çalışanların duygusal bağlılıklarına zarar vermesi beklenmektedir. Özellikle toksik duyguların süreklilik kazanması çalışanların örgütten ayrılma niyetlerini besleyebilmektedir (Wu vd., 2020; Taylor vd., 2012).

Taylor ve diğerlerinin (2012) örgütsel toksisitenin çalışan tutumları ve davranışları üzerindeki olumsuz etkisinin hala merak konusu olduğunu belirtmektedirler. Wu ve diğerleri (2020) ise örgütler eskisinden daha karmaşık bir hal aldığını ve işyerinde toksik tutum ve davranışların arttığını ifade edilmektedirler. Bu durum örgütsel toksisitenin, araştırmacıların dikkatini çekmeye devam etmesine zemin hazırlamaktadır. Buradan hareketle söz konusu çalışmada toksik duygu deneyimlerinin çalışanların duygusal bağlılıkları üzerindeki etkisi araştırılmıştır. Araştırma, Kaynakların Korunması Teorisinin (Hobfoll, 1989) ve Sosyal Mübadele Teorisinin (Blau, 1964) varsayımlarında hareketle tasarlanmıştır.

Kaynakların Korunması Teorisi (Hobfoll, 1989), toksik duygu deneyimlerinin çalışanların duygusal bağlılığını neden etkileyebileceğine dair önemli bir teorik açıklama getirmektedir. Bu teoride insanlar; kaynakları elde tutmak, korumak ve arttırmak için çabaladıklarını varsaymaktadır. Çünkü insanlar sınırlı ölçüde kaynağa sahiptir. Toksik bir iş ortamı ve toksik duygu deneyimleri gibi stres faktörleri ise bu kaynakları tükettiği ve insanların kaynakları korumak için bu stres faktörlerinden kaçınmaya çalıştığı bilinmektedir (Hobfoll, 1988). Bu amaçla insanlar kaynaklarını korumak adına işe ve örgüte dair olumlu tutumlarını değiştirerek rol ötesi davranışları sergilememeye ve örgütle özdeşleşmemeye başlamaktadırlar (Sliter vd., 2012).

Duygusal bağlılığın aslında sosyal mübadele ilişkilerinin bir sonucu olduğu belirtilmektedir (Taylor vd., 2012). Sosyal Mübadele Teorisi (Blau, 1964), iş ortamında üstler ve iş arkadaşları tarafından sergilenen olumlu/olumsuz muameleye aynı şekilde karşılık verileceğini varsaymaktadır. Dolayısıyla sosyal mübadele olumlu/olumsuz karşılıklılık ilişkisine vurgu yapmaktadır. Bireyler, toksistenin yarattığı kirli bir örgüt ikliminde çalıştıklarında olumsuz bir tepki olarak kendilerini izole etmekte, aidiyet duyguları azalmakta ve örgütten ayrılmak için fırsat kollamaya başlamaktadırlar (Rasool vd., 2021). Öte yandan çalışanlar, örgüt içerisinde kendini rahat ve güvende hissettikten sonra duygusal bağlılıklarının güçleneceği ve örgüte katkı sağlama eğiliminde olacağı ifade edilmektedir (Wu vd., 2020).

KAVRAMSAL ÇERÇEVE

Toksisite, zararlı veya ölümcül bir zehir anlamına gelmektedir (Frost, 2003). Toksik bir işyeri ortamı, narsistik davranışların yoğun olduğu bir çalışma ortamını tanımlamaktadır. Böyle iş ortamlarında genellikle yöneticilerden ve iş arkadaşlarından gelen saldırgan, agresif ve tehdit edici davranışlar mevcuttur. Dolayısıyla toksik bir işyeri, örgütün verimliliğini bozmakta (Rasool vd., 2021) ve ayrıca çalışanın iş hayatında zorluk yaratabilmektedir (Anjum vd., 2018).

Çünkü toksik bir iş ortamında deneyimlenen olumsuz duygular çalışanların strese, kaygıya ve tükenmişliğe maruz kalacağı ifade edilmektedir (Rasool vd., 2021). Bu olumsuz duygular aslında belli olaylara duyarlı olup kısa ömürlüdür. Dikkati toparlamakta ve kişiyi eyleme odaklamaktadır. Fakat toksik duygu deneyimleri ve yarattığı etkileri daha uzun sürelidir (Kiefer ve Barclay, 2012).

Toksik duygu deneyimleri; olumsuz duygulardan kaynaklanan ve psikolojik olarak tekrar eden, bağlantıyı kesen ve bezdiren olmak üzere üç boyuttan oluşan daha uzun süreli bir duygusal durumu ifade etmektedir (Frost, 2003). Psikolojik olarak *tekrarlanan duygular*; bireye yük olan, psikolojik olarak çözülmemiş hissi veren veya bireyin tekrar edeceğini tahmin ettiği deneyimlere işaret etmektedir. Olumsuz duygu deneyimlerinin tekrarlanacağına veya mevcut toksik olayların bitmeyeceğine dair korku veya beklenti vardır. Bu durum psikolojik bir yük haline gelmesi sebebiyle de toksik bir hal almaktadır. *Bağlantıyı kesen duygular*; bireyin olumsuz duygular sebebiyle fiziksel ve psikolojik enerji kaybına uğraması, sosyal ağından ve/veya iş arkadaşlarından kopması anlamına gelmektedir. Yeterli bilişsel ve duygusal kaynaklara sahip olmayan bireyler, durumu derinlemesine düşünmek veya başkalarını rahatsız etmemek için diğerlerinden uzaklaşabilmektedirler. *Bezidirci (yorucu) duygular* ise, bireyin zihinsel ve fiziksel enerji düzeylerinin toksik deneyimler nedeniyle tükenmesi ve enerjisinin sömürüldüğünü hissetmesidir. Toksik deneyimler çalışanların bitkin ve yorgun hissetmelerine neden olmakta ve ciddi şekilde stresi arttırdığı bilinmektedir (Frost, 2003; Kiefer ve Barclay, 2012; Chu, 2014).

Duygusal bağlılık, örgütsel bağlılığın en önemli bileşenidir. Çalışanların örgüte olan sadakatini ve örgütle özdeşlemesini ifade etmektedir (Allen ve Meyer, 1990). Dolayısıyla çalışanları örgüte bağlayan önemli bir araçtır (Robert ve Vandenberghe, 2021). Çalışanlar kendilerini örgütleriyle özdeşleştirdiklerinde, örgütün amaç ve beklentileriyle tutarlı şekilde hareket edecekleri ileri sürülmektedir. Bağlı çalışanlar, örgütün yararına olacak davranışlarda bulunmak için motive olmaktadırlar (O'Reilly ve Chatman, 1986). Duygusal anlamda bağlı olan çalışanlar daha fazla çaba harcamakta (Yu vd., 2016) ve prososyal davranışlarında artış gözlenmektedir (Wang vd., 2021). Bu çalışanların motivasyonu yüksek ve katkı sunmaya istekli bir vaziyette olmaktadırlar. Ayrıca sorumluluk alma ve otokontrol düzeyi de yüksek olmaktadır (Rasool vd., 2021).

Toksik duygu deneyimlerinin genellikle örgütsel bağlılığı ve güven duygusunu aşındırdığı, olumsuz ve istikrarlı sonuçları beraberinde getirdiği bilinmektedir. Bu duyguların devam etmesi ise çalışanların sosyal bağlantıyı koparmasına ve yalnız kalmasına yol açmaktadır (Kiefer ve Barclay, 2012). Çalışanlar; korku, öfke, şaşkınlık ve hiddet gibi duygularla karşılık verme eğilimine girebilmektedirler. Diğer çalışanların ve yöneticilerin tacizci davranışları devam ettiğinde durum kritik bir eşiğe ulaşır ve mağdur çalışanlar kendilerini savunmak için bir pozisyon almak durumunda kalmaktadırlar (Frost, 2003; Chu, 2014). Örgütlerdeki toksik ortamlar çalışanların tatmin düzeylerini ve yaratıcı düşünme repertuarını dahi düşürebilmektedir. Çünkü iş ortamındaki güveni zedelemektedir (Saleem vd., 2021). Güvensizlik ve adaletsizlik algısı yerleştiğinde dengeyi sağlamak adına tutum ve davranışlar yön değiştirmeye başlamaktadır. Bu durum elbette toksik duyguların deneyimlenmesine sebep olmaktadır (Frost, 2003; Chu, 2014). Çalışanların işten uzaklaşmalarına yol açmaktadır (Appelbaum ve Roy-Girard, 2007). Hatta zorbalık, nezaketsizlik ve bezdirmek gibi toksik tutum ve davranışlarının mutsuzlukla ilişkisi tespit edilmiştir. Bu nedenle çalışanların yaşam kalitesi düşmekte ve duygusal bağlılıkları zayıflamaktadır (Rasool vd., 2021). Haliyle toksik duygu deneyimleri çalışanların psikolojik ve duygusal yüklerini ve sorunu çözmek için hissettiği kaynak ihtiyacını da arttırmaktadır (Kiefer ve Barclay, 2012).

Literatürdeki kanıtlar ışığında aşağıdaki hipotezler geliştirilmiştir.

H1: Toksik duygu deneyimlerinin duygusal bağlılıkla anlamlı bir ilişkisi vardır.
H2: Toksik duygu deneyimlerinin duygusal bağlılık üzerinde anlamlı bir etkisi vardır.

Araştırmanın Yöntemi

Bu çalışmada nicel araştırma yöntemi ve anket tekniği kullanılmıştır. Katılımcılar, Burdur ilindeki Küçük ve Orta Ölçekli İşletmelerde (KOBİ) çalışan 258 bireyden oluşmaktadır. Çin'de ve Pakistan'da bulunan KOBİ'lerde yapılmış bazı çalışmalar; toksik bir işyeri ortamının çalışanların iyi oluşunu ve duygu durumlarını olumsuz etkilediğini ortaya koymuştur (Rasool vd., 2021; Samma vd., 2020). Bu kanıtlar, bu araştırmanın verilerinin KOBİ'lerden toplanması için önemli bir gerekçe olmuştur.

Araştırmanın örneklem kitlesini oluşturan katılımcıların 48'i (%18,6) kadın ve 210'u (%81,4) erkeklerden oluşmaktadır. Bu katılımcıların 189'u (%73,3) evli, 40'ının (%15,5) bekâr ve 29'u (%11,2) ise kayıp veri olduğu saptanmıştır. Örneklemi oluşturan katılımcıların yaş dağılımı ise şöyledir: 25'inin (%9,7) 25 ve altı yaş aralığında iken; 89'u (%34,5) 26-35 yaş, 72'si (%27,9) 36-45 yaş, 59'u (%22,9) 46-55 yaş ve son olarak da 13'ü (%5) 56 ve üzeri yaş aralığında yer aldığı tespit edilmiştir.

Araştırmanın anket formunda Toksik Duygu Deneyimleri ve Duygusal Bağlılık Ölçeği olmak üzere iki farklı ölçeğe yer verilmiştir.

Toksik Duygu Deneyimleri Ölçeği (TDDÖ): Keifer ve Barclay (2012) tarafından geliştirilen bu ölçek 14 maddeden ve 3 boyuttan oluşmaktadır. Bu boyutlar ise tekrarlanan duygular, bağlantıyı kesen duygular ve bezdirici (yorucu) duygulardır. Türkçeye uyarlaması, geçerlik ve güvenirlik çalışması Bektaş ve Erkal (2015) tarafından gerçekleştirilen bu ölçekte 1) Kesinlikle katılmıyorum ve 5) Kesinlikle katılıyorum şeklinde 5'li bir Likert tipi derecelendirme kullanılmaktadır.

Duygusal Bağlılık Ölçeği (DBÖ): Meyer ve Allen (1991) tarafından geliştirilen örgütsel bağlılık ölçeğinin bir boyutudur. 6 maddeden oluşan bu ölçek, Baysal ve Paksoy (1999) tarafından Türkçeye uyarlama çalışması yapılmıştır. Ölçekte 1) Kesinlikle Katılmıyorum ile 5) Kesinlikle Katılıyorum arasında değişen 5'li bir Likert tipi derecelendirme kullanılmaktadır.

Ölçeklerin faktör yapılarını test etmek amacıyla AMOS 23 Programına başvurularak Doğrulayıcı Faktör Analizi (DFA) yapılmıştır. Verilerin normal dağılım göstermesi sebebiyle Maximum Likelihood hesaplama yöntemi kullanılmıştır. Modelin uyumluluğunu değerlendirmek için dikkate alınması gereken bazı uyum endeksleri bulunmaktadır. Yapılan DFA analizleri neticesinde elde edilen bu uyum indeks değerleri incelenmiş ve raporlanmıştır.

Üç faktörlü Toksik Duygu Deneyimleri ölçeğinin birinci düzey çok faktörlü DFA analizi uygulanmış ve uyum indeks değerlerinin yazın dünyasında kabul edilen düzeyde olmadığı tespit edilmiştir. Bu nedenle gerekli modifikasyon işlemlerinin uygulanması neticesinde Tekrar Eden Duygular boyutuna ait TD5 maddesinin çapraz yüklenme eğilimi göstermesi ve gerekli faktör yüküne sahip olmaması nedeniyle analizin dışında tutulmuştur. Bunun yanında Bağlantıyı Kesen Duygular boyutunun TD6↔TD8 maddeleri ve Bezdirici Duygular boyutunun ise TD11↔TD13 maddeleri arasında modifikasyon işlemi uygulanarak birbirine bağlanmıştır.

Aynı ölçeğin ikinci düzey DFA analizi uygulandığında da aynı modifikasyonlar uygulanmıştır. DFA analizleriyle ilgili elde edilen uyum indeks değerleri ise Tablo 1'de gösterilmiştir.

Tek faktörlü ve 6 maddeden oluşan Duygusal Bağlılık ölçeğine tek faktörlü DFA analizi uygulanmıştır. Elde edilen bulgular sonucunda uyum indeks değerlerinin modifikasyona ihtiyacının olduğu tespit edilmiştir. Bu noktada 1↔2, 2↔3 ve 1↔5 maddeleri arasında modifikasyon işlemi uygulanarak birbirine bağlanmıştır. Modelin son haliyle ilgili uyum indeks değerleri Tablo 1'de gösterilmiştir.

Yazın dünyasında hangi uyum indeks değerlerinin daha güvenilir ve makbul görüldüğüne ilişkin tam bir fikir birliği olmasa da genel olarak geniş örneklem (N>250) üzerinde yapılan güncel araştırmalarda; X^2 ve bunun p değeri, X^2/df, CFI, SRMR ve RMSEA değerlerinin raporlandığı görülmektedir (Gürbüz, 2019; Braun Santos vd., 2016; Tarhini vd., 2016). Bu çalışmada da söz konusu değerler raporlanmıştır.

Tablo 1. Doğrulayıcı Faktör Analizi Modellerine İlişkin Uyum İndeksleri

	X^2	df	p	X^2/df	CFI	SRMR	RMSEA
[a]Toksik Duygu Deneyimleri	151,72	60	,00	2,53	,95	,05	,07
[b]Toksik Duygu Deneyimleri	151,72	60	,00	2,53	,95	,05	,07
[a]Duygusal Bağlılık	14,35	6	,03	2,39	,98	,04	,07

[a]: *Birinci Düzey Çok Faktörlü DFA*
[b]: *İkinci Düzey Çok Faktörlü DFA*

Tablo 1'te verilen analiz bulgularına göre tek faktörlü duygusal bağlılık modelinin ile toksik duygu deneyimlerinin hem birinci hem de ikinci düzey DFA modellerinin veri ile uyumlu ve kabul edilebilir düzeyde oldukları görülmektedir. Dolayısıyla ölçeklerin kuramsal yapılarının doğrulandığı ifade edilebilir. Ardından veriler; normal dağılım, güvenirlik ve korelasyon analizine tabi tutulmuştur. Elde edilen bulgular ise Tablo 2'de gösterilmiştir.

Tablo 2. Değişkenlerin Ortalama, Güvenirlik, Normal Dağılım ve Korelasyon Değerleri

	$\bar{X}$	S.S.	1	2	S/K
1.Duygusal Bağlılık	3,02	,93	**(,78)**		-,115/-,433
2.Toksik Duygu Deneyimleri	2,57	,82	-,418**	**(,89)**	,453/,189

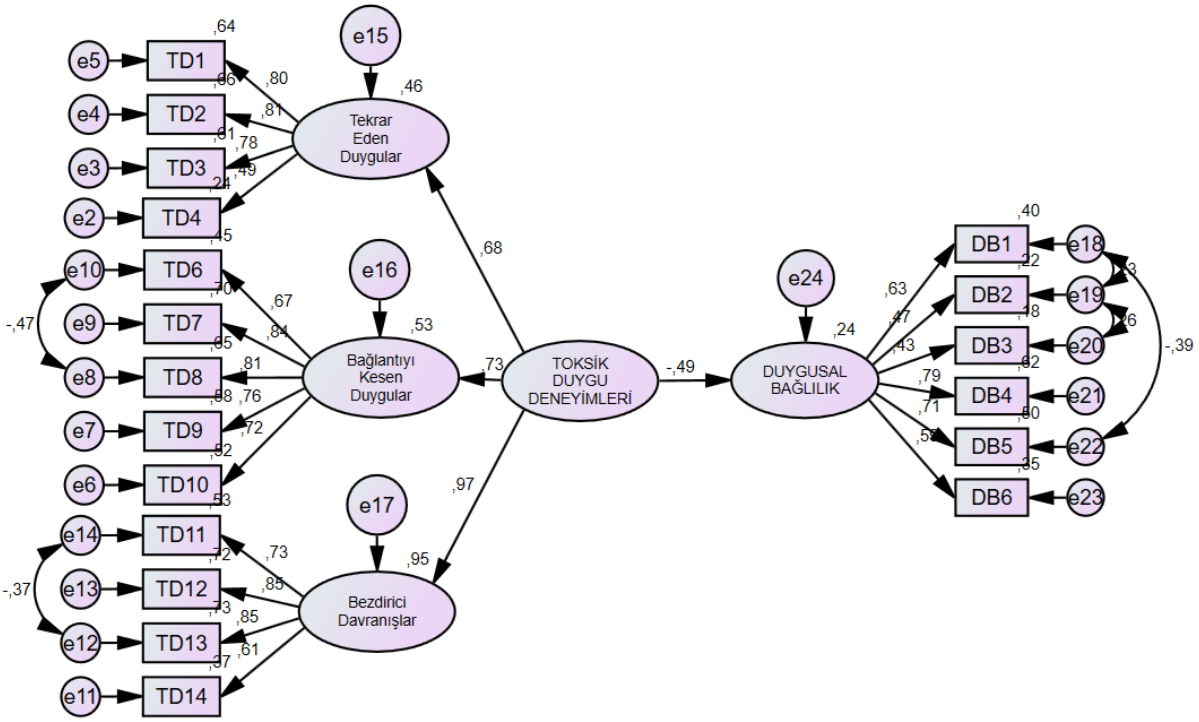
***: p<,01*
Cronbach Alfa değerleri parantez içinde kalın puntoyla gösterilmiştir.
S/K: Skewness/Kurtosis

Yapılan analizler neticesinde değişkenlerin normal dağılım gösterdiği ve kabul edilebilir güvenirlik düzeyinde oldukları tespit edilmiştir. Ayrıca toksik duygu deneyimlerinin duygusal bağlılıkla negatif bir ilişkisinin olduğu ortaya çıkmıştır (r= -,418; p<,05). Bu analizlerden sonra Yapısal Eşitlik Modellemesiyle (YEM) toksik duygu deneyimlerinin duygusal bağlılığa etkisi incelenmiştir.

Öncelikle yapısal modele dâhil edilecek toksik duygu deneyimleri ve duygusal bağlılık değişkenlerinin birlikte test edildiği ölçüm modeli sınanmıştır. Değişkenler arasında kovaryans matrisi oluşturularak analiz edilmiştir. Analiz sonucunda elde edilen uyum indekslerinin (X^2=381,53; df=143; X^2/df =2,67; p=,00; CFI=,90; SRMR=.07; RMSEA=,08) iyi düzeyde olması sebebiyle ölçüm modelinin doğrulandığı tespit edilmiştir.

Ölçüm modelinin test edilmesi ve doğrulanması sonucunda yapısal model sınanmış ve hipotezler test edilmiştir. Analiz sonucunda elde edilen model Şekil 1'de, YEM parametre tahminleri ve uyum indeks değerleri ise Tablo 3'te gösterilmiştir.

Şekil 1. Yapısal Model



Tablo 3. YEM Analizi İle İlgili Parametre Değerleri (N=258)

Parametre Tahminleri			Standardize	Standardize Olmayan	S.H.
Duygusal Bağlılık	<---	**Toksik Duygu Deneyimleri**	**-,49**	**-,64**	**,18**
X^2=381,53; df=143; X^2/df =2,67; p=,00; CFI=,90; SRMR=.07; RMSEA=,08, R^2=,24					

Yapısal modele ilişkin elde edilen analiz sonuçları incelendiğinde (Şekil 1 ve Tablo 3) Toksik duygu deneyimlerinin duygusal bağlılık üzerinde anlamlı ve negatif bir etkisinin olduğu görülmektedir (β=-,49; p<,01). Duygusal bağlılık değişkenindeki değişimin yaklaşık %24'ünün (R^2=,24) toksik duygu deneyimleri tarafından açıklandığı tespit edilmiştir. Ortaya çıkan bulgulardan yola çıkılarak H1 ve H2 hipotezlerinin desteklendiği ifade edilebilir.

Tartışma ve Sonuç

Bu çalışmanın amacı, örgütlerdeki toksik duygu deneyimlerinin çalışanların duygusal bağlılığını anlamlı şekilde etkileyip etkilemediğini araştırmaktır. Yapılan analizler sonucunda toksik duygu deneyimlerinin duygusal bağlılıkla negatif bir ilişkisinin olduğu tespit edilmiştir. Daha da önemlisi toksik duygu deneyimlerinin çalışanların duygusal bağlılığı üzerinde negatif bir etkisi olduğu ve duygusal bağlılığı düşürdüğü ortaya çıkmıştır.

Yapılan bazı çalışmalarda (Kiefer ve Barclay, 2012; Rasool vd., 2021) toksik duygu deneyimlerinin duygusal bağlılıkla, performansla ve algılanan sosyal destekle olumsuz bir

ilişkisinin olduğu saptanmıştır. Örgütte deneyimlenen toksisitenin örgütsel vatandaşlık davranışlarıyla negatif bir ilişkisi bulunmuştur (Chu, 2014). Çünkü örgütsel toksisitenin muhakeme bozukluğu, gerginlik, kaygı, öfke, konsantre olamama gibi sonuçları olmaktadır (Appelbaum ve Roy-Girard, 2007). Bu durum Kaynakların Korunması Teorisinin (Hobfoll, 1989) varsayımlarını da destekler niteliktedir. Çalışanların toksik bir ortamda çalışması belli baskılara maruz kalmasına yol açmaktadır. İşgörenlerin zihinsel ve duygusal yükle baş etmeye çalışması onların uykusuzluk, tükenmişlik ve stres gibi durumlarla karşı karşıya kalmasına sebep olmaktadır. Örgütlerin toksisiteyi görmezden gelmesi bireylerin umutsuzluğunun artmasına, özgüvenlerinin ve öz saygılarının azalmasına yol açmaktadır. Çalışanların örgütten kopmalarına, bağlılıklarının ve aidiyet duygularının zayıflamasına yol açmaktadır (Frost, 2003; Chu, 2014). Oysa duygusal bağlılık, çalışanın performansı üzerinde önemli bir etkisi bulunmaktadır. Devamsızlığı ve işten ayrılma niyetini düşürmektedir (Wu vd., 2020). Bu durum Sosyal Mübadele Teorisinin (Blau, 1964) varsayımlarını da desteklemektedir. Çalışanlar, örgütlerinden memnun kaldıklarında, pozitif bir çalışma ortamında çalıştıklarında, gerekli sosyal desteği aldıklarında aynı şekilde karşılık vermek ve örgüte geri ödeme yapmak zorunda olduklarını hissetmektedirler. Böylece çalışanların bağlılığı artmakta, performansları yükselmekte ve işten ayrılma niyetleri düşmektedir (Rasool vd., 2021).

Sonuç olarak bu çalışmanın bulguları; toksik bir işyeri ortamının ve yarattığı toksik duygu deneyimlerinin çalışanların duygusal bağlılığını doğrudan düşürdüğünü göstermiştir. Örgüt içerisinde yayılan toksik duygular, çalışanların ruhsal ve zihinsel sağlığını etkilemekte, onların örgüte ve işe olan ilgilerini azaltabilmektedir. Bu toksisite örgüt içerisindeki uyumluluğu bozabilmektedir. Çalışanlar da sürekli tetikte olmakta ve sosyal ilişki ağlarından kopmaktadırlar. Bu durum doğrudan örgütlerin verimliliğine de yansımaktadır.

Öneriler

Örgütte sağlıklı ve uyumlu bir örgüt kültürünün olması işbirliği, desteği ve sağlıklı ilişkilerin gelişmesini etkilemektedir. Çalışanların dinlenmesi ve sorunların çözülmeye çalışılması onların duygusal bağlılıklarını pekiştirebilmektedir. Yöneticilerin, çalışanlarına bireysel ilgi göstermesi ve taleplerinin karşılanması neticesinde sosyal destek bulduklarını dair algılarını geliştirebilmektedir. Bu durum onların tekrar eden, bezdirici ve bağlantıları kesen toksik duygularının etkisini azaltabilmektedir (Wu vd., 2020).

Örgütlerde toksisitenin yayılmasını önlemenin en kritik yolu toksisitenin ne olduğunu tanımlamaktan ve kim tarafından kaynaklandığını belirlemekten geçmektedir (Appelbaum ve Roy-Girard, 2007). Ardından onu hızla önlemeye çalışmak gerekir. Uzun süre ihmal edilirse toksisite örgüt kültürüne dönüşme ihtimali vardır. Bu da örgütler için ağır bir faturaya sebep olabilmektedir. Bu anlamda mağdurları korumak, failleri sorumlu tutmak ve açık iletişimi teşvik etmek için bazı davranış kurallarının benimsenmesi gerekmektedir. Çalışanların işyerinde kendilerini güvende hissetmelerini sağlamak önemlidir. Bunun için geri bildirim teşvik edilmelidir. Örgütlerde açık iletişim kanallarına izin verilmelidir. Her türlü toksik tutum ve davranışlarla baş edebilmek için gerekli şikâyet prosedürleri oluşturulmalı ve şikâyetlerin uygun bir şekilde soruşturulacağına dair güvence verilmelidir. Saygılı ve hassas davranışlar özendirilerek toksik duyguların üretimi ve yayılması azaltılmalıdır.

Bu çalışmanın katkılarının yanı sıra farklı kısıtları da bulunmaktadır. Söz gelimi, örneklemin Türkiye'de bir ilde (Burdur) görev yapan mavi yakalı KOBİ çalışanlarından oluşması bulguların genellenebilirliğini azaltmaktadır. Bu nedenle araştırmanın bulgularının genellenebilirliğini

artırmak için KOBİ'ler dışındaki farklı çalışan grupları üzerinde de söz konusu bu araştırmanın ilişkileri test edilebilir. Öte yandan veriler anket tekniği kullanılarak toplandığından dolayı çalışma kesitsel bir tasarıma sahiptir. Bu nedenle gelecekte toksik duygu deneyimleri; nitel bir yöntem kullanılarak keşfe dayalı şekilde incelenebilir. Toksik duygu deneyimlerinin öncülleri ve sonuçları derinlemesine araştırılabilir.

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Yeşil Öz Yeterlilik ve Yeşil İnsan Sermayesi Rekabet Avantajı Sağlar mı?

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ÖZET

Bu çalışma üst yönetimin yeşil öz yeterlilik inancının, yeşil insan sermayesine ve rekabet avantajına etkisini değerlendirmeyi amaçlamaktadır. Bu amaçla, üst yönetimin yeşil öz yeterlilik inancının rekabet avantajına hem doğrudan hem de yeşil insan sermayesi aracılığıyla dolaylı etkisini değerlendirmek için kavramsal bir model geliştirilmiştir. Geliştirilen kavramsal modeli analiz etmek için enerji sektöründe faaliyet gösteren 138 firmadan anket yöntemi ile veri toplanmıştır. Toplanan veriler SmartPLS analiz programı ile analiz edilmiştir. Çalışmanın sonuçları, yeşil insan sermayesinin, üst yönetimin yeşil öz yeterlilik inancı ile rekabet avantajı arasındaki ilişkide tamamlayıcı kısmi aracılık rolü olduğunu göstermiştir. Bu durum, yeşil öz yeterliliğin rekabet avantajını yalnızca doğrudan olumlu yönde etkilemekle kalmayıp, aynı zamanda yeşil insan sermayesi yoluyla dolaylı olarak olumlu yönde etkileyebileceği anlamına geldiğini göstermektedir. Bu çalışma, firmaların rekabet avantajını artırmak için yeşil öz yeterlilik inancının ve yeşil insan sermayesi gelişiminin önemini göstererek, teoriye ve pratiğe katkıda bulunmaktadır.

Anahtar Kelimeler: Yeşil Öz Yeterlilik, Yeşil İnsan Sermayesi, Rekabet Avantajı

Do Green Self-Efficacy and Green Human Capital Provide Competitive Advantage?

ABSTRACT

This study aims to evaluate the effect of top management's green self-efficacy belief on green human capital and competitive advantage. For this purpose, a conceptual model has been developed to evaluate the impact of top management's green self-efficacy belief on competitive advantage, both directly and indirectly through green human capital. In order to analyze the conceptual model developed, data were collected from 138 companies operating in the energy sector by survey method. The collected data were analyzed with the SmartPLS analysis program. The results of the study showed that green human capital has a complementary partial mediating role in the relationship between top management's green self-efficacy belief and competitive advantage. This means that green self-efficacy can not only positively affect competitive advantage directly, but also indirectly positively affect it through green human capital. The present study contributes to the theory and practice by showing the importance of green self-efficacy belief and green human capital development in order to increase the competitive advantage of companies.

Keywords: Green Self-Efficacy, Green Human Capital, Competitive Advantage

GİRİŞ

Günümüzde, girişimcilerin ve akademisyenlerin yeşil iş uygulamalarına olan ilgisi artmış durumdadır. Bunun temel nedeni, çevresel etkiler konusunda artan kamuoyu bilincidir. Yeşil endüstri raporuna dayanan anket sonuçları, 60 ülkeden tüketicilerin %58'inin çevreye duyarlı işletmelerin ürünleri için daha fazla ödeme yapmak istediğini ortaya koymuştur. (Endiana, Suryandari, & Ardiant, 2023). Mevcut yeşil trend hareketinin ortasında hayatta kalabilmek için, bir firmanın rekabet etme becerisine sahip olması gerekmektedir. Yeni ekonomik çağda, maddi olmayan varlıklar rekabet avantajı elde etmenin önemli belirleyicilerinden biridir ve entelektüel sermaye her zaman finansal sermayeden daha fazla olarak nitelendirilmektedir (Yu & Nilsson, 2019). Entelektüel sermaye kavramı firmaların maddi olmayan varlıklarını değerlendirmek için önerilmiş bir kavramdır (Stewart, 1994). Güçlü maddi olmayan varlıklar geliştiren firmalar, rekabet avantajını artırma fırsatları yakalamaktadır. Entelektüel sermaye konusu yirmi yılı aşkın süredir geniş çapta tartışılmasına rağmen, günümüzdeki popüler çevrecilik eğilimi nedeniyle ortaya çıkan yeşil entelektüel sermaye kavramı Chen (2008) tarafından önerilmiştir. Yeşil entelektüel sermaye, çevreye yönelik bir entelektüel sermaye olup (yeşil insan sermayesi, yeşil yapısal sermaye ve yeşil ilişkisel sermaye), firmaların çevresel sürdürülebilirlik ile ilgili sürekli değişen senaryolara proaktif bir biçimde uyum sağlamalarını ve rakipleri karşısında rekabet avantajı elde etmelerini sağlayan hayati bir varlık olarak kavramlaştırılmıştır (Ahlawat, Sharma, & Kumar, 2023).

Yeşil entelektüel sermayenin en önemli unsuru olarak nitelendirilen yeşil insan sermayesi, çalışanların doğal çevreyi korumaya ve yeşil inovasyona yönelik bilgileri, becerileri, yetenekleri, deneyimleri, tutumları, bilgelikleri, yaratıcılıkları, bağlılıkları ve girişimcilikleri olarak tanımlanabilir (Chen, 2008; Yusliza vd., 2020). Doğal kaynak temelli teori (Hart, 1995), bir firmanın doğal kaynakları yönetebilmesi durumunda iyi bir performansa ve yüksek rekabet gücüne sahip olacağını varsaymaktadır. Dolayısıyla, bir firmanın üstün ve kaliteli yeşil insan sermayesi yaratabilmesi bu noktada önem kazanmaktadır. Bu ifade, bir firmanın daha iyi performans yaratmak için insan kaynaklarının kalitesini verimli bir şekilde iyileştirmesi gerektiğini belirten araştırmalarla desteklenmektedir (Yusoff vd., 2019). Ayrıca, bu sonuçlar, yeşil insan sermayesinin rekabet avantajı üzerinde olumlu bir etkiye sahip olduğunu gösteren ampirik çalışmalarla da doğrulanmıştır (Chen, 2008; Huang & Kung, 2011; Chaudhry vd., 2016; Rezaei vd., 2016; Cavicch & Vagnoni; 2017; Susandya vd., 2019; Yusliza vd., 2020; Wang & Juo, 2021; Astuti & Datrini, 2021). Dolayısıyla, yeşil insan sermayesi, rekabet avantajını geliştirebilir.

Diğer yandan sosyal bilişsel teoriye (Bandura, 1997) göre, bireylerin çevresel hedeflere ulaşmak için belirli bir görevi yerine getirme yeteneğine olan inancı olarak da ifade edilen yeşil öz yeterlilik bu noktada önem kazanmaktadır (Chen, Chang, & Lin, 2014; Chen vd., 2015a). Yüksek öz yeterlilik duygusuna sahip bireylerin, daha yüksek performans seviyelerine ve hedeflerine daha fazla bağlılık duygusuna sahip oldukları bilinmektedir (Bandura, 1993). Öz yeterliliğin performansı geliştirdiği de ileri sürülmektedir (Gist & Mitchell, 1992). Dolayısıyla üst yönetimin yeşil öz yeterlilik inancının rekabet avantajını etkileyebileceği varsayılabilir. Hiçbiri çalışma yeşil öz yeterliliğin rekabet avantajı üzerindeki etkisini keşfetmemiştir.

Ayrıca, önceki literatür, yaratıcılık gelişiminin öz yeterliliğe dayandığını göstermektedir (Mumford vd., 2002; Kumar & Uzkurt, 2010; Hsiao vd., 2011; Tepper & Yourstone, 2018). Daha yüksek düzeyde öz yeterliliğe sahip kişilerin, yeni fikirler üretme konusunda kendi yeteneklerine daha fazla güvenme olasılığı daha yüksektir (Hmieleski & Baron 2008; Alkailani ve Kumar, 2016). Alan yazındaki araştırma sonuçları yeşil yaratıcılığı geliştirmenin yolunun, yeşil öz yeterliliği artırmak olduğunu ortaya koymaktadır (Chen vd., 2015a; Aeknarajindawat & Jermsittiparsert, 2019). Dolayısıyla, üst yönetimin güçlü bir öz yeterlilik duygusuna sahip olması, daha yaratıcı davranışlar sergilemelerini ve yeşil insan sermayesini artırmaları beklenebilir.

Bu nedenle, bu araştırmanın birinci motivasyonu, üst yönetimin yeşil öz yeterliliğinin rekabet avantajı üzerindeki etkisini keşfederek, alan yazındaki boşluğu doldurmaktadır. Bu çalışmayı yürütmenin ikinci motivasyonu, üst yönetimin yeşil öz yeterliliğine yönelik başka önemli bir araştırma boşluğunu belirlemeye yöneliktir. Önceki araştırmalar üst yönetiminin yeşil öz yeterliliğinin yeşil insan sermayesi üzerindeki etkisini keşfetmemiştir. Bu çalışma bu ilişkiyi ele alarak alan yazına katkı sunmayı hedeflemektedir. Çalışmanın üçüncü motivasyonu, "yeşil insan sermayesi rekabet avantajını etkiler mi?" sorusunu enerji sektörü bağlamında incelemektir. Bu araştırmanın dördüncü motivasyonu ise doğal kaynak temelli teoriyi (Hart, 1995) ve sosyal bilişsel teoriyi (Bandura, 1997) birleştirerek, "yeşil insan sermayesi, üst yönetimin yeşil öz yeterliliği ile rekabet avantajı arasındaki ilişkiye aracılık eder mi?" sorusunu ele almaktır.

Enerji sektörü, doğal çevrenin korunmasında diğer tüm önemli sektörlerin stratejik kararlarını yönlendiren çok önemli bir rol oynadığından dolayı (Ghosh & Haque, 2023), bu çalışmanın evrenini oluşturmaktadır. Buradan hareketle, Türkiye'de enerji sektöründe faaliyet gösteren firmalardaki yöneticilerden veriler toplanmış ve Smart PLS 3 analiz programı aracılığıyla analiz edilmiştir.

1. TEORİK ÇERÇEVE VE HİPOTEZ GELİŞTİRME

1.1. Üst Yönetimin Yeşil Öz Yeterliliği ve Rekabet Avantajı

Sosyal bilişsel teoriye göre öz yeterlilik, bir bireyin davranışını yönlendirme ve düzenleme sürecini açıklamanın anahtarı olarak görülmektedir (Bandura, 1997; Beck & Schmidt, 2015). Bireylerin belirlenen düzeyde performans geliştirme yeteneklerine ilişkin inançları, öz yeterlilik olarak tanımlanabilir (Bandura, 1997). Kendilerini oldukça yeterli olarak algılayan bireyler, olağanüstü sonuçlar üretebilecek yeterli çabayı harekete geçireceklerdir (Stajkovic & Luthans, 1998). Öz yeterliliği yüksek olan bireylerin performansı daha iyidir ve amaçlarına olan bağlılıkları yüksektir (Maddux, 2016). Görev performansı, öz yeterlilik aracılığıyla önemli ölçüde tahmin edilebilmektedir (Maddux, 2016; Tepper & Yourstone, 2018).

Alana özgü öz yeterliliğin, o alandaki davranışı tahmin etme konusunda gelişmiş bir yeteneğe sahip olduğu ileri sürülmüştür (Choi 2004). Çevre ile ilgili hedefleri başlatmak ve uygulamak için bir kişinin yeteneğine olan güvenini tanımlayan yeşil öz yeterlilik, çevresel konularda yeni bir düşünce olarak ortaya çıkmıştır (Chen, Chang, & Lin, 2014). Yeşil öz yeterlilik, öz yeterlilik temelinde çevresel faktörleri, özellikle bir bireyin veya firmanın çevresel hedeflere ulaşma yeteneğinin değerlendirilmesini içermektedir (Chen vd., 2015a). Diğer bir ifadeyle, yeşil öz

yeterlilik, bireylerin çevre ile ilgili görevleri yerine getirme ve gerçekleştirme konusundaki yeterliliklerine ilişkin inançları olarak işlevselleştirilmiştir (Faraz vd., 2021). Yeşil öz yeterlilik, çevresel sorunların üstesinden gelmek için yararlı, benzersiz ve orijinal yolları yansıtan yeşil prosedürler, yeşil tesisler, yeşil ürünler ve yeşil uygulamalar (Chen vd., 2015b) ile ilgili yeni düşüncelerin kavranmasına yardımcı olmaktadır (Chen, Chang, & Lin, 2014).

Alan yazın, yeşil öz yeterliliğin, çevre yanlısı davranış üzerinde olumlu bir etkiye sahip olan bir tür öz biliş olduğunu göstermektedir (Nordlund, 2003; Meinhold & Malkus, 2005). Yeşil öz yeterliliğin yöneticilerin sorumluluğunu güçlendireceği ve firmaları atık yönetimi gibi çevre yanlısı faaliyetleri benimsemeye teşvik edeceği üzerinde vurgu yapılmaktadır (Gholami, 2014). Yöneticilerin yeşil öz yeterliliği, yöneticilerin çevre yanlısı uygulamaları gerçekleştirme konusundaki kararlılığını güçlendirmektedir. Diğer bir deyişle, daha yüksek yeşil öz yeterliliğe sahip yöneticilerin, kurumsal atık yönetimi yoluyla kurumsal yeşil sürdürülebilir uygulamalar üzerinde olumlu bir etkiye sahip olma olasılığının daha yüksek olduğu ampirik bir çalışmayla doğrulanmıştır (Guo vd., 2019). Dolayısıyla, sosyal bilişsel teoriye göre, üst yönetiminin yeşil öz yeterlilik inancı rekabet avantajını geliştirebilir varsayımı altında H1 hipotezi geliştirilmiştir.

H1: Üst yönetimin yeşil öz yeterliliği ile rekabet avantajı arasında pozitif yönlü bir ilişki vardır.

1.2. Üst Yönetimin Yeşil Öz Yeterliliği ve Yeşil İnsan Sermayesi

İnsan sermayesi, çalışanların hedeflere ulaşmak için bilgi, beceri, yenilikçilik ve yeteneklerinin toplamı olarak tanımlanmaktadır (Dzinkowski, 2000). Firmaların yeşil inovasyon ve yeşil yönetim geliştirebilmesi için çalışanların içine yerleştirilmiş çevresel bilgi önemli olduğundan, Chen (2008) yeni bir kavram olan "yeşil insan sermayesini" önermiştir. Yeşil insan sermayesini; çalışanların çevre koruma ve yeşil inovasyon hakkında bilgilerinin, becerilerinin, yeteneklerinin, deneyimlerinin, tutumlarının, bilgeliklerinin ve yaratıcılıklarının toplamı şeklinde tanımlamıştır (Chen, 2008).

Çevre bilinci yüksek olan firmalar, çalışanlarının çevre politikalarını bilmelerini sağlamakta ve çalışanlarının çevre yönetimi ve yeşil inovasyon konusundaki yetkinliklerini artırmaya eğilim göstermektedir. Alan yazında, çevre bilincinin, yeşil insan sermayesi ile olumlu bir şekilde ilişkili olduğu vurgulanmaktadır (Chang & Chen, 2012).

Öte yandan, yeşil öz yeterliliği daha yüksek olan bireyler, aşağıdaki nedenlerden dolayı yeni çevre koruyucu ürünler yaratma ve geliştirme konusunda daha yüksek bir inanca sahiplerdir. (a) Çalışanlar, uzun vadeli kariyer planlamalarının firmanın sürdürülebilir gelişimi ile uyumluluğunu önemserler (Mittal & Dhar, 2016). Firmanın amacı, çevresel hedeflere bağlılığı yerine getirmek için yeşil ürün geliştirme performansını iyileştirmeye çalışmaksa (Chen & Chang, 2012), daha yüksek yeşil öz yeterliliğe sahip bireyler, yatırım ve sebat, olumlu düşünme ve öz düzenleme yoluyla daha yüksek yeşil performans seviyesine ulaşırlar (Chen, Chang, & Lin, 2014; Guo vd., 2019). (b) Sosyal bilişsel teoriye göre, yeşil öz yeterliliği daha yüksek olan bireyler, işin çekiciliğine dikkat ederler ve çevresel sorunları ve kurumsal sosyal sorumluluğu dikkate alırlar (Guo vd., 2019). Dolayısıyla, üst yönetiminin yeşil öz yeterlilik düzeyi, yeşil insan sermayesinin gelişimini etkileyebilir. Sosyal bilişsel teori perspektifinden hareketle, H2 hipotezi geliştirilmiştir.

H2: Üst yönetimin yeşil öz yeterliliği ile yeşil insan sermayesi arasında pozitif yönlü bir ilişki vardır.

1.3. Yeşil İnsan Sermayesi ve Rekabet Avantajı

Chen (2008), bilgi, deneyim, yetenekler, beceriler, yaratıcılıklar ve çevre korumasına yönelik taahhütler açısından çalışanların varlıklarını kullanarak, yeşil insan sermayesinin farklı değerini kaydetmiştir. İnsan sermayesine yatırım yapan firmalar daha iyi performans göstermektedir (Wang, Chang, Huang ve Wang, 2011). Daha yüksek düzeyde yeşil insan sermayesinin, çevresel bilgi ve beceriler nedeniyle yeşil organizasyonun gelişimine daha fazla katkıda bulunma eğilimi söz konusudur (Yong ve ark., 2019). Bu nedenle, yeşil insan sermayesi bir firmanın somut olmayan varlıklarını (bilgi, beceri ve yetenekler) tanımasını sağlar ve daha iyi performans göstermesi için dinamik bir rekabet ortamında yeşil stratejilerin uygulanmasına yardımcı olabilir.

Benzer şekilde, Eisenstat (1996), insan sermayesinin etkili uygulanmasının firmaların kurumsal sürdürülebilirlik performansını artırabileceğini belirtirken, Rayner ve Morgan (2018) çevre bilgisi ile çalışanların yeşil davranışları arasında pozitif bir ilişki olduğunu belirtmiştir. Ampirik araştırmalar da yeşil insan sermayesi ile rekabet avantajı arasında pozitif yönlü anlamlı ilişki olduğunu doğrulamaktadır (Chen, 2008; Huang & Kung, 2011; Chaudhry vd., 2016; Rezaei vd., 2016; Cavicch & Vagnoni; 2017; Susandya vd., 2019; Yusliza vd., 2020; Wang & Juo, 2021; Astuti & Datrini, 2021).

Bu çalışma, yeşil insan sermayesi ve rekabet avantajı arasındaki ilişkiyi kavramsallaştırmak için doğal kaynak temelli teoriye atıfta bulunmaktadır. Doğal kaynak temelli görüş, çalışanın zımni bilgisi, katılımı ve çevre ile ilgili yetenekleri gibi maddi olmayan varlıkların, rekabet avantajı sağlayacağına vurgu yapmaktadır (Hart, 1995). Dolayısıyla enerji sektörü bağlamında yeşil insan sermayesinin rekabet avantajı sağlayacağı varsayımı altında H3 hipotezi geliştirilmiştir.

H3: Yeşil insan sermayesi ile rekabet avantajı arasında pozitif yönlü bir ilişki vardır.

1.4. Yeşil İnsan Sermayesinin Aracılık Rolü

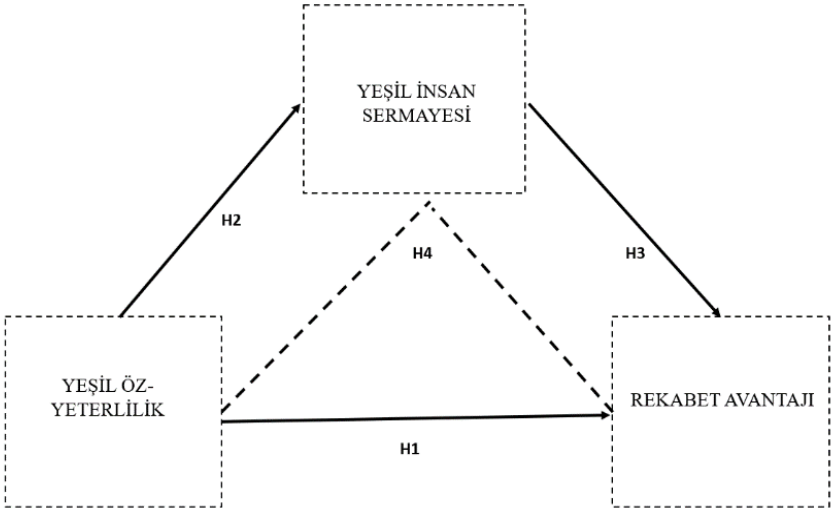
Bireylerin psikolojik özellikleri kurumsal performansı açıklamak için kullanılabilir (Palmer vd., 2019). Yüksek derecede bir özgüvene sahip olmak, insanları eylemleri başlatma, eylemleri sürdürme ve sebat etme olasılıklarını artırmaktadır. Çünkü bu tür bireyler istediklerini veya yapmaları gereken şeyi halledebileceklerinden emindirler (Chen vd., 2016; Guo vd., 2019). Yüksek öz yeterliliğe sahip bireyler, daha yüksek performansa ve görevlere odaklanma konusunda daha yüksek kararlılığa sahip olabilir ve başarısızlığı tolere edebilirler (Chen, Li, & Leung, 2016). Çalışmalar da öz yeterliliğin performansla olumlu bir şekilde ilişkili olduğunu göstermektedir (Rapp vd., 2015; Honicke & Broadbent, 2016). Daha önce de ifade edildiği üzere yeşil öz yeterlilik, bir bireyin çevresel hedeflere ulaşma sürecini uygulama ve organize etme yeteneğine olan inancıdır (Bandura, 1997; Guo vd., 2019). H1 hipotezinde tartışıldığı gibi sosyal bilişsel teoriye göre, üst yönetimin yeşil öz yeterliliği rekabet avantajını geliştirebilir. Yine, H2 hipotezinde tartışıldığı üzere, üst yönetimin yeşil öz yeterliliği yeşil insan sermayesini geliştirebilir.

Diğer yandan, Johnson (1999) ve Dzinkowski (2000), insan sermayesinin rekabet avantajı üzerinde olumlu bir etkisi olduğunu öne sürmüşlerdir. Ayrıca, çevre yönetimi ve yeşil inovasyonla aktif olarak ilgilenen firma yöneticileri, yalnızca üretim atıklarını en aza indirip üretkenliği artırmakla kalmaz, aynı zamanda yeşil ürünler için nispeten yüksek fiyatlar talep

edebilir, kurumsal imajlarını geliştirebilir ve böylece popüler çevrecilik eğilimleri altında kurumsal rekabet avantajı üzerinde olumlu bir etki yapabilirler (Chen, Lai, & Wen, 2006) Dolayısıyla, H3 hipotezinde tartışıldığı üzere, çalışanların çevre koruma veya yeşil inovasyonla ilgili bilgi, beceri, yetenek, deneyim, tutum, bilgelik, yaratıcılık ve bağlılıkları, firmaların rekabet avantajı elde etmesine yardımcı olabilir (Chen, 2008; Huang & Kung, 2011; Chaudhry vd., 2016; Rezaei vd., 2016; Cavicch & Vagnoni; 2017; Susandya vd., 2019; Yusliza vd., 2020; Wang & Juo, 2021; Astuti & Datrini, 2021). Tüm tartışmalardan hareketle bu çalışmada, doğal kaynak temelli teoriyi ve sosyal bilişsel teoriyi birleştirerek, üst yönetimin yeşil öz yeterliliğinin, yeşil insan sermayesinin gelişimini destekleyerek, firmanın rekabet avantajını arttırabileceğini varsayarak, H4 hipotezi geliştirilmiştir.

H4: Yeşil insan sermayesinin, üst yönetimin yeşil öz yeterliliği ile rekabet avantajı arasındaki pozitif yönlü ilişkide aracılık rolü vardır.

Araştırmanın kavramsal modeli Şekil 1'de sunulmuştur.



Şekil 1: Araştırmanın Kavramsal Modeli

2. ARAŞTIRMANIN METODOLOJİSİ

2.1. Araştırmanın Evreni ve Örneklemi

Bu araştırmanın analiz birimi firma düzeyidir. Mevcut araştırma, Türkiye'de enerji sektöründe faaliyet gösteren firmalardaki yöneticilerden anket yöntemi ile veri toplanarak gerçekleştirilmiştir. Katılımcılar üst düzey yöneticiler, CEO'lar ve çevre koruma departmanlarının yöneticileridir. Araştırmanın yanıtlayıcılarına, bu araştırmanın bilimsel yöntemlerle yapıldığı ve toplanan verilerin gizli tutulacağı konusunda güvence verilmiştir. Veri toplama süreci Aralık 2022 ile Şubat 2023 arasında gerçekleştirilmiştir. Bu araştırmaya, 138'i kullanılabilir olmak üzere 144 firma katılmıştır.

2.2. Veri Toplama Aracının Geliştirilmesi

Bu çalışmada yeşil öz yeterlilik, yeşil insan sermayesi ve rekabet avantajı dahil olmak üzere tüm yapılar, 1 (kesinlikle katılmıyorum) ile 7 (kesinlikle katılıyorum) arasında değişen bir ölçekle ölçülmüştür. Hazırlanan anket formunda öncelikle yeşil öz yeterliliği ölçmeye yönelik

maddelere yer verilmiştir. İkincisi, yeşil insan sermayesini ve üçüncüsü rekabet avantajını ölçmeye yönelik maddelere yer verilmiştir. Yeşil öz yeterlilik (5 madde), Guo ve diğerlerinin (2019) çalışmasından uyarlanan ölçekle ölçülmüştür. Yeşil insan sermayesi (5 madde), Chen (2008) tarafından geliştirilmiş ölçekten uyarlanarak ölçülmüştür. Rekabet avantajı (6 madde) ise Chang (2011) tarafından yapılan çalışmadan uyarlanan ölçekle ölçülmüştür (bkz. EKA).

3. VERI ANALIZI VE BULGULAR

3.1. Ölçüm Model Analizi

Bu araştırmanın kavramsal modeli, analiz mantığı Kısmi En Küçük Kareler Yapısal Eşitlik Modellemesine (The Partial Least Square Structural Equation Modeling-PLS-SEM) dayanan SmartPLS 3.0 yazılımı aracılığıyla analiz edilmiştir. Bu araştırmada SmartPLS 3.0 yazılımının kullanılmasının nedeni toplanan verilerin normal dağılım göstermemesi ve ilişkilerin aynı anda analiz edilmesidir (Dijkstra & Henseler, 2015). SmartPLS'de analizler ölçüm modeli ve yapısal model olmak üzere iki aşamada gerçekleştirilmektedir. Mevcut araştırmanın tüm değişkenleri yansıtıcı olduğundan dolayı Tutarlı PLS Algoritması/PLSc adımı takip edilerek analizler yapılmıştır. Ölçüm modelinde birleşme ve ayrışma geçerliliği test edilmiştir. Birleşme geçerliliğini değerlendirmek için öncelikle madde yükleri incelendiğinde, YİS5, RA5 ve RA6 maddelerinin değeri 0.70'den küçük olduğu için bu üç madde analiz dışı bırakılmış ve analiz tekrarlanmıştır. Tablo1'de görüldüğü üzere tüm maddelerin yükleri 0.70'den yüksektir. Benzer bir şekilde tüm yapıların Cronbach Alpha, Composite Reliability ve rho_A değerleri ≥ 0.70'dir. açıklanan ortalama varyans/average-variance-extracted (AVE) değeri ise önerildiği gibi 0,50 kritik değerini aştığından dolayı birleşme geçerliliğinin sağlandığı söylenebilir.

Tablo 1: Ölçüm Modeli Sonuçları

Değişkenler	Göstergeler	Faktör Yükleri	P-Değeri	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Üst Yönetimin Yeşil Öz Yeterliliği (YÖZ)	YÖZ1	0.780	0.000	0.864	0.867	0.902	0.648
	YÖZ2	0.767	0.000				
	YÖZ3	0.835	0.000				
	YÖZ4	0.860	0.000				
	YÖZ5	0.780	0.000				
Rekabet Avantajı (RA)	RA1	0.825	0.000	0.864	0.866	0.907	0.710
	RA2	0.835	0.000				
	RA3	0.865	0.000				
	RA4	0.845	0.000				
Yeşil İnsan Sermayesi (YİS)	YİS1	0.829	0.000	0.901	0.902	0.931	0.772
	YİS2	0.894	0.000				
	YİS3	0.893	0.000				
	YİS4	0.898	0.000				

Ayrışma geçerliği için öncelikle Fornell-Larcker kriteri incelenmiştir. Tablo 2'de koyu renkle yazılmış köşegende gözüken değerler, ilgili değişkenin AVE değerinin karekökü'dür. Bu değerler, istenildiği gibi aynı sütun ve satırdaki korelasyon değerlerinden yüksektir.

Tablo 2: Fornell-Larcker Kriteri

Değişkenler	1	2	3
YÖZ	***0.835***		
RA	0.513	***0.843***	
YİS	0.530	0.452	***0.879***
Note: Köşegen değerler AVE'nin karesidir			

Ayrışma geçerliği için ikinci olarak Tablo 3'teki çapraz yükleme kriteri incelendiğinde, maddelerin her birinin ait olduğu değişkende en yüksek faktör yüküne sahip olduğu görülmektedir.

Tablo 3: Çapraz Yükleme Kriteri

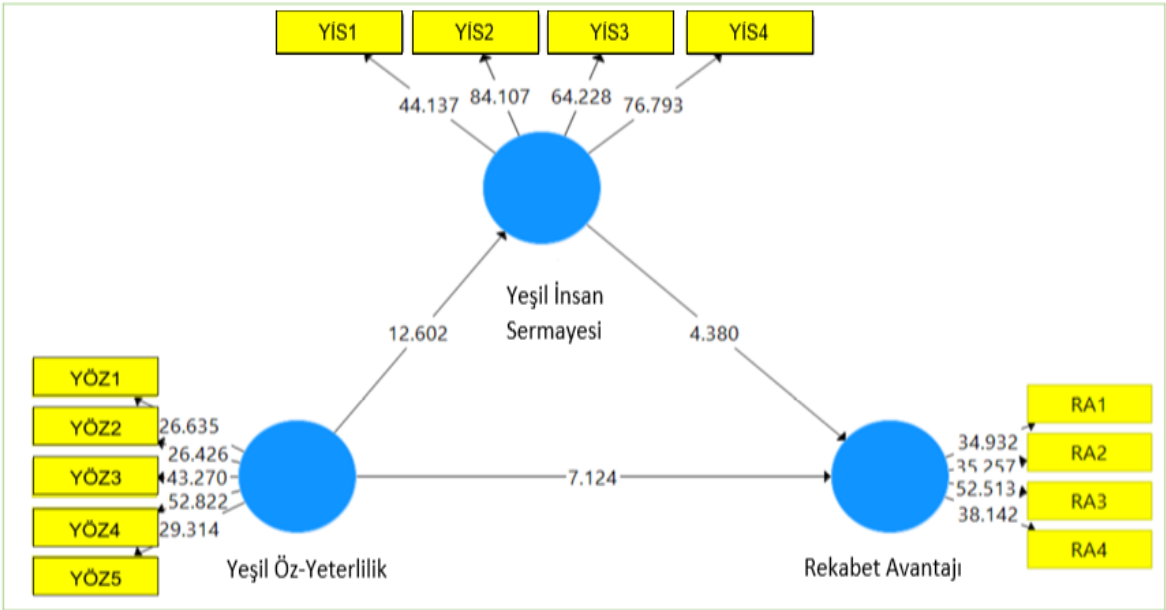
Göstergeler	YÖZ	RA	YİS
YÖZ1	**0,780**	0,368	0,385
YÖZ2	**0,767**	0,386	0,410
YÖZ3	**0,835**	0,410	0,460
YÖZ4	**0,860**	0,454	0,441
YÖZ5	**0,780**	0,441	0,431
RA1	0,438	*0,825*	0,390
RA2	0,414	*0,835*	0,370
RA3	0,472	*0,865*	0,407
RA4	0,401	*0,845*	0,354
YİS1	0,462	0,373	**0,829**
YİS2	0,484	0,372	**0,894**
YİS3	0,484	0,421	**0,893**
YİS4	0,431	0,423	**0,898**

Ayrışma geçerliliği için son olarak Heterotrait-monotrait (HTMT) değeri incelenmiştir. Tablo 4'te HTMT değerine ait tüm sonuçlar $\leq 0{,}85$'dir. Böylece ayrışma geçerliliğinin sağlandığı söylenebilir.

Tablo 4: Heterotrait-Monotrait Oranı (HTMT)

Değişkenler	1	2	3
YÖZ			
RA	0.591		
YİS	0.599	0.511	

Son olarak faktör yüklerinin istatistiki anlamlılığı yeniden örnekleme tekniğiyle (5.000 yeniden örneklem) analiz edilmiştir. Şekil 2'teki T değerleri ve Tablo 1'deki p değerleri tüm faktör yüklerinin anlamlı olduğu doğrulamaktadır.



Şekil 2. Yapısal Ölçüm Modeli

3.2. Yapısal Model Analizi

Öncelikle doğrusallığı test etmek için Variance Inflation Factor (VIF) incelendiğinde (Tablo 5), bu değerlerin istenilen 3 eşik değerinin altında olduğu görülmektedir (Hair vd., 2019). Bu sonuçlar değişkenler arasında doğrusallık sorunu olmadığını göstermektedir. Açıklanan varyans (R^2) değerleri incelendiğinde YİS ve RA için sırasıyla % 28 ve % 30,9 olduğu görülmüştür. Her yordayıcı değişken için hesaplanan etki büyüklüğü değeri (f^2) 0,066 ile 0,390 arasında değişmektedir. Bu sonuçlara göre hem R^2 hem de f^2 değerleri iyi kabul edilebilir. The standardized root mean square (SRMR) 0.056'ya ve the normed fix index (NFI) 0.873'e eşittir ve bu değerler modelin uyumlu olduğunu göstermektedir.

İlişki katsayılarının istatistiki olarak anlamlı olup olmadığını test etmek için bir önyükleme tekniği (5.000 yeniden örnekleme) kullanılmıştır. Şekil 2 ve Tablo 5'te görüldüğü gibi, YÖZ'den RA'ya giden yol pozitif yönde anlamlıdır ($\beta = 0.381$, $t = 7.124$, $p < 0.001$) ve H1 desteklenmiştir. Ayrıca, YÖZ'den YİS'ya ($\beta = 0.530$, $t = 12.602$, $p < 0,001$) giden yol da pozitif yönlü ve anlamlıdır ve H2 desteklenmiştir. YİS'ya gelince RA'ya ($\beta = 0.251$, $t = 4.380$, $p < 0.001$) giden yol da pozitif yönlü anlamlı olduğu bulunmuştur ve böylece H3 desteklenmiştir.

Tablo 5: Değişkenler Arasındaki İlişkiler (Doğrudan Etki)

Yol Analizi	Coef (β)	S.D.	T-Değeri	P-Değeri	Adj. R^2	f^2	VIF	Confidence Interval (BC) LL	UL	Sonuç
YÖZ→YİS	0.530***	0.042	12.602	0.000	0.280	0.151	1.000	0.441	0.607	H2 Desteklendi
YÖZ→ RA	0.381***	0.053	7.124	0.000	0.309	0.390	1.390	0.273	0.480	H1 Desteklendi
YİS→ RA	0.251***	0.057	4.380	0.000		0.066	1.390	0.137	0.358	H3 Desteklendi

Son olarak, mevcut çalışmada Zhao, Lynch & Chen (2010) tarafından önerilen aracı analiz prosedürü kullanılarak, H4 hipotezi test edilmiştir. YÖZ → YİS → RA ($\beta = 0.133$, $t = 4.119$, $p < 0.001$) arasındaki ilişkinin pozitif olarak anlamlı olduğunu göstermiştir. Bu bulguya göre YİS'nın aracılık rolü oynadığı söylenebilir. Bu aracılığın türünü belirlemek için YÖZ ile RA arasındaki doğrudan ilişki ($\beta = 0.381$, $t = 7.124$, $p < 0.001$) değerlendirilmiş ve bunun sonucunda RA'nın tamamlayıcı kısmi aracılık rolü oynadığı ortaya çıkmıştır (bkz. Tablo 6). Bu doğrultuda H4 hipotezi desteklenmiştir.

Tablo 6: Değişkenler Arasındaki İlişkiler (Dolaylı Etki)

Yol Analizi	Coef (β)	S.D.	T-Değeri	P-Değeri	Confidence Interval (BC)		Sonuç
					LL	UL	
YÖZ → YİS→ RA	0.133***	0.032	4.119	0.000	0.072	0198	H4 Desteklendi Tamamlayıcı Kısmi Aracı
YÖZ→RA	0.381***	0.053	7.124	0.000	0.273	0.480	

SONUÇ VE TARTIŞMA

Çalışmanın sonuçları, üst yönetimin yeşil öz yeterlilik inancının, yeşil insan sermayesi ve rekabet avantajı için kritik bir faktör olduğunu doğrulamaktadır. Daha spesifik olarak, bu çalışma, mevcut alan yazına ve yöneticilere çeşitli katkılarda bulunmaktadır. İlk olarak, mevcut literatüre dayalı olarak öne sürülen kavramsal bir model aracılığıyla, üst yönetimin yeşil öz yeterliliği ve rekabet avantajı arasındaki ilişkiyi ele alan bu çalışma, yeşil yönetim ve yeşil örgütsel davranış alan yazınına katkılar sağlamaktadır. Örgütsel davranış yazını öz yeterlilik ile performans arasında pozitif yönlü bir ilişkili olduğunu göstermektedir (Rapp vd., 2015; Honicke & Broadbent, 2016). Ancak yeşil örgütsel davranış yazınında yeşil öz yeterlilik ve rekabet avantajı ilişkisi keşfedilmemiştir. İkincisi, sonuçlar, yeşil insan sermayesinin gelişimi için üst yönetimin yeşil öz yeterlilik inancının önemini göstererek, alan yazına ve uygulamaya yeni katkılar sunmaktadır. Bu sonuçlar sosyal bilişsel teorinin argümanlarını desteklemektedir. Yeşil insan sermayesini ve rekabet avantajını geliştirmek isteyen yöneticiler, yeşil öz yeterlilik inancının önemini düşünmelidirler. Üçüncüsü, sonuçlar, yeşil insan sermayesinin önemli bir rekabet avantajı kaynağı olduğunu göstermektedir. Bu bulgu alan yazını destekleyerek (Chen, 2008; Huang & Kung, 2011; Chaudhry vd., 2016; Rezaei vd., 2016; Cavicch & Vagnoni; 2017; Susandya vd., 2019; Yusliza vd., 2020; Wang & Juo, 2021; Astuti & Datrini, 2021), doğal kaynak temelli teoriyi geliştirmektedir. Doğal kaynak temelli teori değerlendirmeleri (Hart, 1995) bu bulgunun mantığını desteklemektedir. Hart (1995), göre, yeşil maddi olmayan kaynaklar, bir firmanın üstün bir rekabet avantajı elde etmesine ve sürdürmesine katkıda bulunmaktadır. Çalışanlarda yerleşik olan çevresel bilgi ve beceriler, firmaların rekabet avantajını geliştirmesi için önemli olduğundan, yöneticiler, üstün çevresel bilgiye sahip çalışanları işe almalıdırlar. Ek olarak yeşil insan sermayesinin gelişimini destekleyebilmek için eğitim programları ve seminerler düzenleyebilirler. Dördüncüsü, bu çalışma, doğal kaynak temelli teoriyi ve sosyal bilişsel teoriyi birleştirerek, üst yönetimin yeşil öz yeterliliği ile rekabet avantajı arasındaki ilişkide yeşil insan sermayesinin aracılık rolünü ortaya koyarak, hem pratiğe hem de teoriğe katkılar sağlamaktadır.

Firmalar, yöneticilerin çevresel farkındalıklarını, tutumlarını ve yeşil öz yeterliliklerini geliştirmeyi ve böylece atık yönetimi ve yeşil sürdürülebilir kalkınma uygulamalarının teşvik edilmesi gibi yeşil süreçleri kolaylaştırmayı amaçlayan eğitim programlarını gündemlerine almalıdır. Aynı zamanda, geleceğin yeşil öz yeterliliği güçlü yöneticilerini yetiştirmek için üniversitelerin lisans, yüksek lisans ve doktora programlarına yeşil öz yeterlilik inancının gelişimini destekleyen eğitim programları koymaları gerektiği söylenebilir. Böylece yeşil insan sermayesinin gelişimi desteklenebilir ve rekabet avantajı sağlanabilir. Ek olarak, güçlü liderlikle desteklenen eğitim programları, çalıştaylar ve bilinçlendirme seminerleri düzenlenerek, yöneticilerin yeşil öz yeterliliklerinin düzeyini sürekli olarak geliştirmeleri için hükümetler tarafından daha fazla çalışma yapılması gerektiği ifade edilebilir.
Bu çalışma Türkiye'deki enerji sektörüne odaklanmıştır, bu nedenle sonraki çalışmalar diğer sektörlere odaklanabilir. Çalışmada hipotezler yalnızca kesitsel veriler sağlayan bir anket araştırması ile test edilmiştir. Bu nedenle, araştırmacılar, gelecekte boylamsal çalışmaya yönelik araştırmalar yapılabilirler. Son olarak, bu çalışma, yöneticilere, araştırmacılara ve hükümetlere faydalı olmayı ve ilgili çalışmalara ve gelecekteki araştırmalara referans olarak katkıda bulunmayı hedeflemiştir.

EKA

Yeşil Öz Yeterlilik

YÖZ1 Çevre korumada başarılı olabileceğimizi düşünüyorum.
YÖZ2 Çevre sorunuyla etkili bir şekilde başa çıkma yeteneğine sahip olduğumuzu düşünüyorum.
YÖZ3 Çevre sorunlarının üstesinden gelebileceğimizi düşünüyorum
YÖZ4 Yaptığımız işin aslında çevre koruma misyonunu yerine getirdiğini hissediyorum.
YÖZ 5 Çevre sorunlarına yaratıcı çözümler bulabileceğimizi düşünüyorum.

Yeşil İnsan Sermayesi

YİS1 Firmamızda çalışanların çevreyi korumaya katkısı rakiplerimizden daha iyidir.
YİS2 Firmamızda çevre korumaya ilişkin çalışan yetkinliği, rakiplerimizden daha iyidir.
YİS3 Bu firmanın çalışanları tarafından sağlanan çevre korumaya yönelik ürün ve/veya hizmet kaliteleri, rakiplerimizden daha iyidir.
YİS4 Firmamızda çevre korumaya yönelik işbirlikçi ekip çalışması miktarı, rakiplerimizden daha fazladır.
YİS5 Yöneticilerimiz, çalışanlarımızın çevre koruma ile ilgili hedeflerine ulaşmalarına tam destek vermektedirler.

Rekabet Avantajı

RA1 Firmamızın ürün veya hizmetlerinin kalitesi rakiplerimizden daha iyidir
RA2 Firmamız rakiplerinden daha fazla Ar-Ge yeteneğine sahiptir.
RA3 Firmamız rakiplerinden daha iyi yönetim kabiliyetine sahiptir.
RA4 Firmamız rakiplerine göre daha iyi kârlılığa sahiptir.
RA5 Firmanın kurumsal imajı rakiplerinden daha iyidir.
RA6 Rakiplerin firmamızın pazardaki yerini alması zordur.

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Zengezur Koridoru'nun Bölgesel İş birliği ve İstikrar Açısından Önemi

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ÖZET

Azerbaycan'ın tarihi zaferiyle sonuçlanan ikinci Karabağ Savaşı sonucunda, Güney Kafkasya bölgesinde yeni jeopolitik ve jeostratejik gerçeklikler meydana gelmiştir. Savaş sonucunda Azerbaycan uluslararası hukuk çerçevesinde sahip olduğu egemenliği bütün topraklarında sağlamıştır. Savaşın en önemli sonuçlarından biri de Azerbaycan'ın Güney Kafkasya'daki lider ülke konumunu pekiştirmesi olmuştur. Öteden beri sahip olduğu bölgesel ekonomik liderliğin, siyasi ve askeri liderlikle desteklenmesi Azerbaycan'a yeni fırsatlar sunmuştur. Bu çerçevede bölgesel ekonomik odaklı altyapı projelerinin hızlanması açısından olumlu bir jeopolitik atmosfer ortaya çıkmıştır. Zengezur Koridoru söz konusu projeler içerisindeki stratejik önemi sebebiyle özellikle önem arz etmektedir. Koridor aracılığıyla Avrupa ve Asya arasında ekonomik temelli bir iş birliği sağlanacaktır. Bu durumda Azerbaycan'ın jeo-stratejik önemi daha da güçlenecek ve istikrar inşa edici bir çerçeveye bürünecektir. Tek Kuşak Tek Yol küresel ulaşım projesinin doğal parçası olan Zengezur Koridoru vasıtasıyla, bölgesel ve uluslararası ticaret daha kapsamlı bir hale gelecektir. Böylece Güney Kafkasya artık çatışmalarla değil, ekonomik istikrarla anılacak bir duruma kavuşacaktır. Kısa ve orta vadede Orta Asya ülkeleri başta olmak üzere yakın coğrafyalar arasında ekonomik temelli bir iş birliği ortamı elde edilecektir. Aynı zamanda Azerbaycan'ın Türkiye ile ticaretinde kapsamlı bir artış gerçekleşecektir.

Çalışmamızda, Zengezur Koridoru'nun sağladığı ekonomik, ticari ve stratejik imkanların boyutları incelenmektedir. Söz konusu koridorun, bölgesel iş birliğini ve dolayısıyla bölgesel istikrarı doğrudan etkileme potansiyeli bulunmaktadır. Bu husus çalışmanın temelini teşkil etmektedir.

Anahtar Kelimeler: Bölgesel istikrar, Güney Kafkasya, Zengezur Koridoru

The Importance of the Zangezur Corridor in terms of Regional Cooperation and Stability

ABSTRACT

At the end of the Second Nagorno-Karabakh War, which resulted in the historic victory of Azerbaijan, new geopolitical and geostrategic realities emerged in the South Caucasus region. At the end of the war, Azerbaijan restored its sovereignty over all its territories within the framework of international law. The consolidation of Azerbaijan's position as a leading country in the South Caucasus was one of the most important consequences of the war. Azerbaijan has new prospects as a result of maintaining its long-standing regional economic leadership backed by political and military leadership. In this context, a favorable geopolitical atmosphere has emerged that will expedite regional infrastructure projects with an economic focus. The strategic importance of the Zangezur Corridor within these projects makes it extremely important. Through the corridor, Europe and Asia will be able to cooperate economically. In this case, the geostrategic importance of Azerbaijan will be further strengthened and it will take on a stability-building framework. The Zangezur Corridor, which is a natural part of the One Belt, One Road global transportation project, will make regional and international trade more comprehensive. Thus, the South Caucasus will no longer be associated with conflict, but with economic stability. In the short and medium term, an environment of economic cooperation will be created between the countries of Central Asia, especially between the neighboring regions. At the same time, there will be a comprehensive increase in Azerbaijan's trade with Turkey.

This study examines the economic, commercial, and strategic prospects of the Zangezur Corridor on several levels. This corridor has the potential to have a direct impact on regional stability and cooperation. The study is based on this issue.

Keywords: Regional stability, South Caucasus, Zangezur Corridor

GİRİŞ

Ulaşım yolları bölgesel ve küresel ticaretin en önemli araçlarından birisi olarak karşımıza çıkmaktadır. Küreselleşmenin getirdiği ekonomik olanaklardan faydalanmak için ulaşım koridorlarının çeşitlenmesi önem arz etmektedir. Bu çerçevede Güney Kafkasya bölgesi jeoekonomik olarak küresel ticareti oluşturan ulaşım ağlarının merkezinde bulunmaktadır. Bölgenin stratejik konumunun sunduğu fırsatların bu bağlamda ele alınmasında fayda vardır.
Azerbaycan'ın Ermenistan üzerinde elde ettiği tarihi zaferin ardından, bölgesel ekonomik iş birliği faaliyetleri açısından yeni olanaklar meydana çıkmıştır. 9 Kasım 2020'de Rusya'nın arabuluculuğunda, Azerbaycan ve Ermenistan arasında savaşı sona erdiren anlaşma bu hususlar özellikle vurgulanmıştır. Bu bağlamda Zengezur Koridoru daha sonraki dönemde bölge gündeminin en önemli konusu haline gelmiştir. Bu koridorun bölgesel istikrara ve refaha büyük katkı sağlayacağı açıktır. Koridor sayesinde, bölge ülkeleri arasındaki ulaşım, ticaret ve iletişim önemli ölçüde artacaktır.
Çalışmamızda Zengezur Koridoru'nun kazanımları jeostratejik ve jeoekonomik boyutlarıyla irdelenmektedir. Çalışmamız üç bölümden oluşmaktadır. İlk bölümde, Karabağ zaferi sonrası Güney Kafkasya'da meydana çıkan yeni jeopolitik gerçekliğin ve bu gerçekliğin sağladığı koşullardan bahsedilmektedir. İkinci bölümde, Zengezur Koridoru'nun bölgesel jeostratejik ve jeoekonomik önemi anlatılmaktadır. Üçüncü bölümde bölgesel ve küresel aktörlerin projeye bakış açısı incelenmekte ve bu çerçevede ilgili aktörlerin tutumları analiz edilmektedir. Sonuç bölümünde ise konu genel yönleriyle ele alınmaktadır.

Karabağ Zaferi Sonrası Güney Kafkasya'da Ortaya Çıkan Yeni Jeopolitik Gerçeklik

Azerbaycan'ın 44 günlük İkinci Karabağ Savaşı'nda Ermenistan üzerinde elde ettiği tarihi zaferin ciddi ve kalıcı bölgesel sonuçları olmuştur. Ermenistan tarafından işgal edilen Karabağ'ın kurtarılmasıyla yeni bir bölgesel jeopolitik düzen ortaya çıkmıştır. Bu yeni jeopolitik düzen, Azerbaycan'ın Güney Kafkasya'daki bölgesel liderliğini tescil etmiş ve aynı zamanda yeni yapıcı iş birliği olanaklarını da meydana çıkarmıştır.
Azerbaycan savaşın galibi olarak yeni jeopolitik gerçekliğin sunduğu fırsatları değerlendirme yolunu tercih etmiş ve bu çerçevede özellikle ekonomik temelli alt yapı organizasyonlarına öncelik vermiştir. Azerbaycan Cumhurbaşkanı İlham Aliyev " Karabağ zaferinin sonuçlarının uluslararası toplum tarafından tam anlamıyla artık kabul gördüğünü ve dünyanın Azerbaycan'ın haklı durumunu onaylandığını" ifade etmiş ve ayrıca "zafer sonrası elde edilen kazanımların pekiştirilmesinin önemini vurgulamıştır" (Aliyev, 2023). Yeni jeopolitik gerçekliğin getirdiği fırsatlar bölgesel iş birliğinin önünü açmıştır. Bu koşullarda Güney Kafkasya'da yeni iş birliği formatı geliştirme ihtiyacı doğmuştur. Bu çerçevede "ticaretin önündeki engellerin kaldırılması, ortak girişimler, dijital ekonominin gelişimi, ulaşım ve turizm alanındaki temasların artması bütün bölge ülkelerinin çıkarınadır" (Lavrina, 2020:1).
Azerbaycan lideri Aliyev, kazanılan askeri zaferin diplomatik yollarla pekiştirilmesini temel stratejisi haline getirilmiştir. Güney Kafkasya'da çıkarları bulunan Rusya, ABD ve Fransa gibi aktörlerin Ermenistan'la ilişkileri ortadayken, bu stratejiyi hayata geçirmek oldukça zordu. Ancak Azerbaycan özellikle Türkiye'nin siyasi-diplomatik desteğini de arkasına alarak, söz konusu stratejiyi büyük ölçüde hayata geçirmeyi başarmıştır. Türkiye'nin son yıllarda Rusya ile inşa ettiği yapıcı iş birliği mekanizması, Güney Kafkasya'da olumlu stratejik sonuçların meydana çıkmasına zemin hazırlamıştır. Diğer taraftan ise Azerbaycan'ın İsrail'le yakın ilişkileri, Amerika Birleşik Devletleri'nin (ABD) de süreçteki rolünü belirleyen bir konuma

sahip olmuştur. Kuşkusuz, bu durum ABD'nin kendi ulusal çıkarlarıyla da doğrudan bağlantılıydı. Çünkü Azerbaycan sahip olduğu coğrafi konum ve enerji kaynakları ile bağımsızlığından günümüze ABD politikaları açısından önemli bir ülke konumundaydı. Bu durum aynı zamanda bölgedeki ABD-Rusya rekabetinin de gelişim istikametine yön vermekteydi.

Fransa veya genel anlamda Avrupa Birliği (AB) ise "kısıtlı jeopolitik araçlara" sahipti ve bu nedenle bölgesel dinamiklerde belirleyici bir statüye sahip değildi. Aynı zamanda Azerbaycan'ın sürekli üzerinde durduğu ekonomik alt yapı konusu, Çin'in de bölgesel çıkarlarıyla örtüşmekteydi. Dolayısıyla Azerbaycan Cumhurbaşkanı Aliyev'in savaş sonrası oluşturduğu diplomatik zemin, bölgeye ilgi duyan aktörlerin tutumlarını etkilemiştir. Türkiye'nin bu süreçte oynadığı rol ise hem belirleyici hem de tayin ediciydi.

Şubat 2022'de Rusya'nın Ukrayna'ya saldırmasıyla birlikte, Azerbaycan'ın stratejik önemi bir daha öne çıkmıştır. AB'nin enerjide bağımlı olduğu Rusya ile ilişkilerde yaşadığı sorunlar ve bu bağlamdaki yaptırımları, alternatif pazarların ön plana çıkmasına sebep olmuştur. Bu çerçevede Azerbaycan'ın sahip olduğu enerji kaynaklarının Avrupa'ya ulaşımı konusu gündeme gelmiş ve böylece Azerbaycan ve AB arasında temaslar yoğunlaşmıştır. Bu durum Azerbaycan'ın savaş sonrası inşa etmeye çalıştığı siyasi-diplomatik zeminin geçerliliğini ve etki alanını artıran bir faktör olmuştur. Bölgedeki yeni gerçeklikleri kabul etmeyen iki aktörün varlığını da burada ifade etmek gerekmektedir. Bunlar, Ermenistan içerisinde var olan rövanşist fraksiyonlar veya klanlar, diğeri ise Azerbaycan'ın güney komşusu İran olmuştur. Çalışmamızın ileriki bölümlerinde bu iki aktörün hem savaş sonrası ortaya çıkan yeni jeopolitik gerçekliğe, hem de Zengezur Koridoru bağlamındaki yapıcı olmayan tutumlarına etraflıca değinilecektir.

Zengezur Koridoru'nun Bölgesel Jeostratejik ve Jeoekonomik Önemi

8 Kasım 2020'de Azerbaycan'ın kültür başkenti ve Karabağ'ın sembolü olan Şuşa şehrinin kurtarılmasının ardından, Ermenistan yenildiğini ve teslim olduğunu açıklamış ve 9 Kasım 2020'de Rusya'nın arabuluculuğunda, Azerbaycan ve Ermenistan arasında savaşı sona erdiren anlaşma yapılmıştır. Anlaşma'nın 9. Maddesi savaş sonrası kurulacak olan ulaşım yollarıyla doğrudan bağlantılıydı. Buna göre, "bölgedeki bütün ekonomik ve ulaşım ağları restore edilecek ve Ermenistan Cumhuriyeti, vatandaşların, araçların ve yüklerin her iki yönde engelsiz hareketini organize etmek için Azerbaycan Cumhuriyeti'nin batı bölgeleri ile Nahcivan Özerk Cumhuriyeti arasındaki ulaşım bağlantılarının güvenliği garanti altına alınacaktı" (Prezident.az, 2020). Anlaşma, "Azerbaycan'ın bir Avrasya ulaşım merkezi olma hedefine yönelik önemli bir adım olan Zengezur Koridoru'nun önündeki engeli kaldırırken; bölgesel refaha da önemli katkıda bulunacaktı" (Khan, 2021). Anlaşma çerçevesinde taşıma kontrolü, Rusya Federal Güvenlik Servisi'nin (FSB) sınır servisi tarafından gerçekleştirilecekti. "Tarafların anlaşmasına dayanarak, Nahcivan Özerk Cumhuriyeti ile Azerbaycan'ın batı bölgelerini birbirine bağlayan yeni ulaşım ağlarının inşası sağlanacaktı" (Prezident.az, 2020).

Anlaşma'nın 9. Maddesinden yer alan hususlar, Zengezur Koridoru'nun hayata geçirilmesinin hukuki dayanağını oluşturmaktaydı. Çünkü bu madde bölgedeki bütün ekonomik ve ulaşım hatlarının restorasyonunu öngörmekteydi. Bu bağlamda Ermenistan yönetimi bu koridoru açma taahhüdünü yerine getirmeliydi (Aliyeva, 2021).

Zengezur'un tarihsel konumuna bakıldığında, bölgenin kadim Türk yurdu olduğu görülmektedir. 30 Kasım 1920'de Ermenistan'a verilen bu topraklarda yüzyıllarca Türklerin yaşadığı muteber tarihsel kaynaklarda kendine yer edinmiştir (AzerTac, 2021). 1920'den

itibaren Azerbaycan'la Nahçıvan bölgesi arasındaki kara ulaşımı ortadan kalkmış ve aynı zamanda Azerbaycan'ın Türkiye ile de kara bağlantısı kesilmiştir.
Zengezur Koridorunun işlek hale gelmesi açısından Horadiz'den Nahçıvan'ın Ordubad iline uzanan 166 kilometrelik yeni demir yolu hattı inşa edilmesi oldukça önem ihtiva etmektedir.
"Hattın Ermenistan kısmından, Zengezur bölgesinden geçecek 43 kilometrelik bölümünün inşaatı için Azerbaycan ile Rusya görüşmeler yapması öngörülmekteydi. Ordubad'dan Nahçıvan'ın kuzeyinde bulunan; Türkiye, Ermenistan ve İran'a yakın Velidağ istasyonuna kadarki 158 kilometrelik hat ise kapsamlı olarak tamir edilecektir. Velidağ'da biten hat, Ermenistan sınırına kadar 14 kilometre uzatılacaktır" (TRT Avaz, 2023).
"Ermenistan, bölgedeki barış arayışlarına katkı sağlamaya karar verilmesi ve bu ulaşım projelerine katılması halinde, kendi demir yolu hattını Bakü'den Horadiz'e, Horadiz'den de Nahçıvan'ın kuzeyine kadar olan bu hatla birleştirebilecektir. Böylece Ermenistan, Rusya ve İran'a kesintisiz ulaşım elde edebilecektir" (TRT Avaz, 2023).
Azerbaycan kendi topraklarından geçen hattın büyük bir kısmını hayata geçirmek üzeredir. Azerbaycan bu istikamette iki projeyi gerçekleştirmektedir. Birinci proje Horadiz-Zengilan-Akbend demir yolu hattıdır. İkincisi ise Horadiz-Cebrayıl-Zengilan-Akbend kara yolu hattı projesidir (Bahşaliyev, 2022). Bu bağlamda Zengezur Koridoru aynı güzergahtaki bir kara yolu projesini de kapsayan mega bir içeriğe kavuşmaktadır. 110,4 kilometrelik ve 8 istasyondan (Horadiz, Mercanlı, Mahmutlu, Soltanlı, Kumlak, Mincivan, Bartaz ve Akbend) oluşan Horadiz-Zengilan-Akbend demir yolunun bu yıl içerisinde açılması öngörülmektedir. 26 Ekim 2021'de Azerbaycan Cumhurbaşkanı Aliyev ile Türkiye Cumhurbaşkanı Recep Tayyip Erdoğan'ın birlikte temelini attığı Horadiz-Cebrayıl-Zengilan-Akbend kara yolunun inşası da hızlı bir şekilde devam etmektedir. 123,6 kilometrelik yolun 2024'de bitirilmesi öngörülmektedir (Bahşaliyev, 2022).
Zengezur Koridoru bölgenin jeostratejik manzarasını derinden etkileyecek potansiyele sahiptir. Bölgedeki ulaşım koridorlarını tek merkeze toplayacak olması sebebiyle de ayrıca önemlidir. Kuşkusuz bölgesel refahı artıracak bu durum, aynı zamanda çatışmacı retoriğin yerine istikrar ve uzlaşma kavramlarının bölgedeki konumu güçlendirecektir. Proje, bölgesel ekonomik mekanizmaların gelişmesi yönünde ciddi fırsatlar ortaya çıkaracaktır. Koridor vasıtasıyla Türkiye-Rusya, Rusya-İran ve Rusya-Ermenistan arasında doğrudan demir yolu hattı inşa edilecektir. Bu durum bölgesel stratejik, ekonomik ve siyasi ilişkilerin gelişimine önemli katkı sağlayacaktır (Bahşaliyev, 2022).

Bölgesel ve Küresel Aktörlerin Zengezur Koridoruna Yaklaşımları

Nikol Paşinyan yönetimindeki Ermenistan ciddi bir yol ayırımındadır. Bu çerçevede Zengezur Koridoru'nun Ermenistan'a sağlayacağı sosyal ve ekonomik faydalardan hangi ölçüde yararlanacağı dikkat merkezindedir. Ermenistan içinde bulunduğu ağır ekonomik durumdan çıkmak için Azerbaycan ile uzlaşmak mecburiyetindedir. Bu bağlamda Zengezur Koridoru önemli fırsattır.
Bölge ülkelerinden Gürcistan'ın yaklaşımı temkinlidir. Bu koridor Gürcistan'ın savaşa kadar olan süreçteki stratejik rolünü azaltsa bile, bölgede yeni iş birliği modellerinin ortaya çıkması açısından önemli bir örnektir. Bu nedenle Gürcistan'ın bu gerçekliği göz ardı etmeyeceği ve yeni fırsatları değerlendireceği düşünülebilir. Çünkü koridorun temel hedefi ve amacı bölgesel refah ve istikrarın sağlanmasına yöneliktir.
Zengezur Koridoru, Türkiye ile Azerbaycan arasındaki stratejik iş birliğinin derinleşmesini hızlandıracaktır. Türkiye tarihsel ve kültürel bağları olan diğer Türk Dünyası ülkeleriyle de bu koridor vasıtasıyla buluşacaktır. Zengezur Koridoru, Türkiye'nin ulaştırma politikalarında

önemli bir yer tutan *Orta Koridor Girişimi'nin* doğal bir parçasıdır. Çin'den Türkiye'ye kadar uzanan Orta Koridor, bölgesel refahın ve istikrarın teminatı olarak ön plana çıkmaktadır. *Orta Koridor* güzergahında bulunan coğrafya, Türkiye'nin tarihsel ve kültürel ortakları olan Orta Asya ve Kafkasya'yı bir araya getirmektedir. Bu sebeple bu girişimin stratejik, sosyal, kültürel ve ekonomik anlamı oldukça ehemmiyetlidir.

Türkiye aynı zamanda Zengezur Koridoru'nun üzerinden Rusya ile olan ticari ve ekonomik ilişkilerini güçlendirecektir. Bu koridorla iki ülke demir ve karayoluyla çok boyutlu bir iletişim ağına sahip olacaklardır. Türkiye Karabağ zaferindeki belirleyici konumuyla, hem jeostratejik hem de jeoekonomik bağlamda bölgedeki ulaşım projelerinin hayata geçmesini önceleyen bir tutuma sahiptir. Bu durum Azerbaycan'ın da stratejik çıkarlarıyla uyumludur. Dolasıyla Zengezur Koridoru'nun faaliyete geçmesi Türkiye ve Azerbaycan'ın Güney Kafkasya'daki rolünü daha da pekiştirecektir.

Koridorun faaliyete başlaması Rusya'nın da stratejik çıkarlarını karşılamaktadır. Rusya özellikle Ukrayna savaşı nedeniyle Avrupa Birliği ile ciddi sorunlar yaşamaktadır. Rusya'nın Avrupa ulaşım haritasına alternatif olarak yeni arayışlarda olduğu ortadadır. Bu çerçevede Zenegezur Koridoru önemli bir alternatif güzergâhtır. Rusya mevcut koşullarda koridorun hayata geçmesi önünde herhangi bir engel görmemekte ve bu projenin bölgesel ekonomik istikrara olan katkısına vurgu yapmaktadır (Tass, 2023). Rusya-Azerbaycan sınırından başlayan ve Bakü üzerinden Alat kasabasına kadar mevcut olan E119 karayolu ile Saatli kentinden Horadiz'e uzanan E002 karayolu Zengezur Koridoru'na bağlanacaktır (Petrov, 2023). Horadiz kentinden E002 karayolu batıya, Azerbaycan'ın Ermenistan ve İran sınırlarının birleştiği noktaya kadar uzanacaktır. Oradan ise Ermenistan veya İran üzerinden Nahcivan'a ulaşacak ve Türkiye'ye bağlanacaktır. Buradan ise E99 karayoluyla güzergah sürdürülecektir (Petrov, 2023). Rusya için Zengezur Koridoru Türkiye ve Ermenistan'a önemli bir karayolu erişimi sağlayacaktır. Rusya Türkiye ve Ermenistan'a kötü hava koşulları nedeniyle sürekli kapatılan Gürcistan topraklarındaki askeri otoyolu aracılığıyla ulaşmaktadır. Zengezur Koridoru'nun açılmasıyla doğrudan ulaşım sorunu giderilecektir. (Petrov, 2023).

Zengezur Koridoru'na olumsuz bir yaklaşım sergileyen ülkelerin başında İran gelmektedir. İran hem Birinci Karabağ Savaşı'nda hem de Azerbaycan'ın zaferiyle sonuçlanan İkinci Karabağ Savaşı'nda Ermenistan'ı açık bir şekilde destekleyen ülke konumundadır. İran, İkinci Karabağ Savaşı sonrası yaptığı politik ve ekonomik eylemlerle Güney Kafkasya'daki kalıcı istikrarı ve refahı baltalayan bir görüntü çizmektedir. 30 milyona yakın Azerbaycan Türkü'nün yaşadığı bir ülke olan İran, bu politikasıyla bir tehdit unsuru olarak görülmektedir. Koridorun açılmasıyla birlikte İran'ın Avrupa'ya açılan en güvenilir kapısı olan Ermenistan rotasının tehlikeye girmesi düşünülmektedir. Gri bölge olarak da isimlendirilen söz konusu rotanın "İran tarafından yaptırımları delmek ve Avrupa'ya uyuşturucu kaçakçılığı yapmak üzere kullanıldığında dair iddialar bulunmaktadır" (Farzam, 2022).

İran ayrıca Azerbaycan ve Türkiye'nin bölgedeki oyun kurucu niteliğini kendisi açısından bir tehdit olarak görmektedir. Güney Azerbaycan'da yaşayan milyonlarca Türk'ün bu durumdan etkileneceğini varsaymaktadır. Ancak bu noktada hem Türkiye'nin hem de Azerbaycan'ın İran'ın toprak bütünlüğüne saygı duyduğunu söylemek mümkündür. Dolayısıyla bu tür bir tehdidin mevcudiyeti söz konusu değildir. Esasında ise İran elinde bulundurduğu "farklı tarihsel yöntemler ve araçlarla", Azerbaycan içerisinde istikrar bozucu bir fonksiyon yerine getirmekte ve bu ülkenin bağımsız bir dış politika izlemesini sindirememektedir. Türkiye ve Azerbaycan'ın bu koridoru bir refah koridoru olarak görmelerine ve bu süreçte İran'ı da dışlamayan yapıcı tutumlarına rağmen, İran farklı saiklerle hareket ederek günümüz itibariyle Zengezur Koridoru'na oldukça mesafeli yaklaşmaktadır.

Zengezur Koridoru geniş anlamda *Tek Kuşak Tek Yol* girişiminin de doğal bir parçası halindedir. Bu nedenle Çin'in projeye bakış açısı olumludur. Bu koridorun hayata geçmesi Tek Kuşak Tek Yol girişiminin ivme kazanmasına zemin hazırlayacaktır. Çin'in bölgedeki varlığı giderek artmaktadır. Bu durumda Azerbaycan'ın özellikle alt yapı projelerinde bu ülkeyle iş birliğini derinleştirdiğini gözlemlemek mümkündür. Bütün bunlar göz önünde bulundurulduğunda, güncel uluslararası ilişkiler koşullar çerçevesinde Çin'in bu koridora olan yaklaşımının olumlu olduğunu vurgulamak mümkündür.

ABD'nin Zengezur Koridoru'na yaklaşımını etkileyen birkaç önemli neden mevcuttur. Ermenistan Başbakanı Paşinyan'ın ABD ile yakın iş birliğinde faaliyet gösterdiği bilinen bir hususdur. Bu bağlamda ağır bir yenilgi alan Paşinyan'ın Ermenistan siyasetindeki konumu doğrudan ABD'yi ilgilendirmektedir.

İran'ın bölgesel etkisinin azaltılması ABD tarafından önemli hedeflerdendir. Küresel ölçekte ise Rusya'nın bölgedeki nüfuzunu azaltacak herhangi bir eylem Amerikan çıkarlarıyla uyumludur. ABD'nin Azerbaycan politikasında İsrail'in de azımsanmayacak bir rol oynadığının da altı çizilmelidir. İsrail'in İkinci Karabağ Savaşı'nda Azerbaycan'a verdiği destekte kuşkusuz İran meselesi belirleyici rol oynamıştır. Ancak ABD'nin kendi ulusal çıkarlarını açısından bakıldığında, Azerbaycan'ın Ermenistan üzerinde kurduğu üstünlükten hoşnut olmadığını söylemek mümkündür. Zengezur Koridoru uzun vadede Türkiye'nin bölgedeki etkinliğini daha da artıracak niteliktedir. Bu durum ABD'deki Ermeni diasporasının da varlığı göz önünde bulundurulduğunda, ABD'nin Güney Kafkasya politikasını temel gündem maddelerinden birisini teşkil etmektedir.

Ayrıca Türkiye'nin Rusya ile Güney Kafkasya'daki uyumlu iş birliği Amerikan çıkarlarıyla örtüşmemektedir. Zengezur Koridoru'nun Türkiye ve Rusya arasında ticari-ekonomik bir ivme kazandıracağı ortadayken, ABD'nin projeye müspet bir perspektiften bakması mümkün görünmemektedir. Yine küresel rekabet açısından Çin'in Tek Kuşak Tek Yol girişimi çerçevesinde Güney Kafkasya'daki etkin durumu ABD'nin çıkarlarını doğrudan etkilemektedir. ABD, Ermenistan'ın Türkiye ve Azerbaycan'la uyumlu ve yapıcı ilişki kurmasını bu koşullarda arzu etmemektedir. Karabağ zaferinden önceki konjonktürde ABD, Rusya'nın bölgesel nüfuzunu kırabilmek adına bu ilişkilerin gelişimini desteklemekteydi. Ancak yeni jeopolitik koşullarda ve farklı dinamiklerin var olduğu bir süreçte, bölgesel iş birliği Amerikan çıkarlarıyla zıtlık oluşturmaktadır.

ABD'den farklı olarak İngiltere, Pekin'den Londra'ya uzanacak ulaşım projelerine olumlu bir bakış sergilemektedir. Bu noktada ABD'nin "küresel rekabet zorunluluğu" gayesinden hareket ettiğini, İngiltere'nin ise "yeniden küresel rekabet düzlemine çıkma" mottosuyla motive olduğunu unutmamak gerekmektedir. Her ne kadar bu iki güç küresel Anglo-Amerikan hakimiyetinin taşıyıcı kolonlarını oluştursalar da, stratejilerinde ve yaklaşımlarında muhtelif düzeyli/nüans odaklı farklılıkların olması uluslararası ilişkilerin doğasına ve işleyiş biçimine aykırı değildir. Çünkü yeni uluslararası koşullarda, ABD'nin küresel üstünlüğünü koruma refleksinden hareket ederek ve çoğu zaman realist olmayan yaklaşımlar sergilediği göz ardı edilmemelidir. Diğer taraftan ise İngiltere'nin eski alışkanlıklarının günümüz uluslararası ilişkilerinde geçerli olmaması nedeniyle çıkmazda olduğu gerçektir. İngiltere'nin aynı zamanda ABD'nin sahip olduğu güç kapasitesine ulaşma zorluklarıyla karşı karşıya kaldığını gözlemlemek mümkündür. Bütün bu etkenler İngiltere'yi tarihsel çıkarımlarla hareket etmeye yönlendirmektedir. İngiltere'nin Zengezur Koridoru'na yaklaşımını bu açıdan ele almak faydalı olacaktır.

SONUÇ

Zengezur Koridoru bölgenin çehresini olumlu bir istikamette değişecek imkanları ve potansiyelleri kendisinde ihtiva etmektedir. İstikrar ve refahın armasına büyük katkıda bulunması sebebiyle, özellikle Türkiye, Azerbaycan ve Rusya gibi bölge ülkelerinin dış politikalarında önemli bir konuma sahiptir. Bu yönüyle koridorun hem siyasi hem de ekonomik getirileri ön plana çıkmaktadır.

Teknik anlamda projenin gerçekleştirilmesi istikametinde Azerbaycan önemli bir mesafe katetmiştir. Bu noktada temel mesele siyasi anlamda ilerlemelerin kaydedilmesi olacaktır. Ermenistan'ın koridora yıkıcı değil, yapıcı bir perspektifle yaklaşması bu bağlamda önem taşımaktadır. Ermenistan'ın içinde bulunduğu ekonomik sorunların aşılmasında Zengezur Koridoru'nun faaliyete başlaması kilit rol oynayacaktır. Ermenistan, Azerbaycan'ın toprak bütünlüğünü tanıyarak ikili ve çok yönlü bölgesel ekonomik projelerde yer alabilir.

Sonuç olarak, Güney Kafkasya'da bölgesel barış atmosferinin oluşmasında ulaşım, ticaret ve iletişim gibi araçların belirleyici bir role sahip olacağı aşikardır. Zengezur Koridoru tam anlamıyla bölgesel istikrarın sağlanması bağlamında özel ve önemli bir projedir.

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Bankalarda Denetim ve Risk Komiteleri Etkinliğinin Kurumsal Yönetim Raporlarına Etkisi: BİST'te Bir Uygulama

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ÖZET

Son zamanlarda giderek artan bilgi ihtiyacı, fon akışları, risk yönetimi vb. gibi olayların gündeme gelmeye başlaması başta düzenleyici otoriteler olmak üzere işletmelerin birçoğunda kurumsal yönetim uygulamalarına olan ihtiyacı arttırmıştır. Bununla birlikte denetim faaliyetlerinin gerçekleştirilmesi ve risklerin önceden tespit edilmeye çalışılması ile ilgili işlemlerin de giderek önem kazandığı görülmektedir. Denetim ve risk komitesi etkinliğinin de işletmelerin kurumsal yönetimi açısından önem taşıdığı bir diğer önemli husus olmaktadır.
Bu çalışma BİST 100 endeksinde yer alan bankacılık sektöründeki şirketler üzerine gerçekleştirilmiştir. KAP üzerinden bankalara ilişkin veriler doğrultusunda çalışma hipotezleri test edilmiştir. Çalışma sonucunda hem denetim komitesi hem de risk komitelerinin etkinliği ile pay sahipleri ilkesi, kamuyu aydınlatma ve şeffaflık ilkesi, menfaat sahipleri ilkesi ve yönetim kurulu ilkesi uygulamaları arasında olumlu bir ilişki tespit edilmiştir. Ayrıca hem denetim komitesi hem de risk komitelerini etkinliği ile toplantı sayıları arasında anlamlı bir ilişki bulunmuştur. Kısaca bankalarda denetim komitesi ve risk komitelerinin etkinliği kurumsal yönetim ilkelerine olan bağlılığı artırmakla birlikte kurumsal yönetim raporlarının güvenilirliğini arttırmaktadır. Ayrıca bankalarda toplantı sayılarının artması denetim ve risk komitelerinin etkinliğini arttırdığı belirlenmiştir.
Anahtar Kelimeler: Risk Yönetimi, Denetim, Denetim Komitesi, Kurumsal Yönetim Raporları

The Effect of Audit And Risk Committee Effectiveness on Corporate Governance Reports in Banks: An Application At BIST

ABSTRACT

In recent times, the ever-increasing need for information, fund flows, risk management, etc. The emergence of such incidents has increased the need for corporate governance practices in many enterprises, especially regulatory authorities. However, it is also seen that the procedures related to the realization of audit activities and trying to identify risks in advance are becoming increasingly important. The effectiveness of audit and risk committees is another important issue in terms of corporate governance.
This study was conducted on companies in the banking sector included in the BIST 100 index. The study hypotheses were tested in line with the data on banks via KAP. As a result of the study, a positive relationship was found between the effectiveness of both audit and risk committees and the implementation of the shareholders' principle, the public disclosure and transparency principle, the stakeholders' principle and the board of directors' principle. In addition, a significant relationship was found between the number of meetings and the effectiveness of both audit and risk committees. In short, the effectiveness of audit and risk committees in banks increases the commitment to corporate governance principles and increases the reliability of corporate governance reports. In addition, it has been determined that the increase in the number of meetings in banks increases the effectiveness of audit and risk committees.
Keywords: Risk Management, Audit, Audit Committee, Corporate Governance Reports

INTRODACTION

The occurrence of unethical behaviors such as problems encountered during the implementation of accounting and auditing standards in enterprises, preparation of erroneous audit reports, emergence of unexpected risks that threaten the existence of the enterprise, and the independence problem arising from the relationship with the consultancy firm cause great damage to both the corporate governance understanding and the audit and risk management of the enterprises. Scandals that are closely related to issues such as accounting, finance and auditing and have a high risk dimension (e.g; Enron, WorldCom, Adelphia and Parmalat) revealed the necessity of both corporate governance and a quality risk and audit management approach. This situation has accelerated the formation of audit committees as well as committees such as early detection of risk / risk committees.

The audit committee, which is among the basic elements of corporate governance, is a committee that is responsible for conducting both internal audit and independent external audit processes of enterprises, and impartially monitors internal control and financial reporting processes. In addition, audit committees contribute to the success of the financial reporting process of the enterprises by eliminating or reducing the errors and frauds that may arise, reducing the effects of management failures on all stakeholders, and protecting the interests of stakeholders. Another effective and equally important committee in corporate governance is the early detection of risk or risk committee. This committee, which is defined as the risk committee in some sources and as the early detection of risk committee in others, helps to identify all kinds of risks that may jeopardize the existence of the enterprises in advance. In summary, it contributes to the active management of risk.

The effective and successful operation of audit and risk committees established in enterprises, especially in enterprises whose shares are traded on stock exchanges, will be reflected positively on both the corporate governance understanding and the reporting to be created within the framework of the corporate governance understanding. It is an accepted fact that every business, regardless of its field of activity, needs an effective audit and risk committee. In particular, since financial events in banks have increased this need, banks have started to attach importance to studies such as effective independent audit and risk management. In this context, the study aims to investigate the effect of audit and risk committee effectiveness on corporate governance reports of banks, one of the important sectors traded on the stock exchange. In the first part of the study, concepts such as audit committee, early detection of risk committee/risk committee and corporate governance are mentioned. In the next section, the literature research on the subject is mentioned and in the last section, analysis and evaluations are included within the framework of the purpose of the study.

1. CONCEPTUAL FRAMEWORK

Audit committees are committees that contribute to the independence of the independent auditors and assist them in the audit. They are also defined as administrative commissions that are carefully selected to ensure that certain measures and financial reporting are carried out smoothly during the audit process. In addition to contributing to the internal control process within the enterprise, audit committees have an important place in the corporate governance elements of enterprises by acting as a bridge between the auditor and the enterprise. Therefore, it plays a major role in protecting the interests of both shareholders and stakeholders (Toksoy, 2015:77). Audit committees are an essential element of good corporate governance. It is also referred to as the commission responsible for monitoring internal control, financial reporting and risk management processes in both internal and external audits of companies. According to The Amercan Insttute of Certfied Publc Accountants (AICPA); "is a structure consisting of

independent external managers of publicly traded companies, who appoint auditors during the audit process and discuss together about the work to be performed by the auditors" (Celayir, 2017:8).

According to these definitions of audit committees, it is seen that the importance of audit committees in terms of strengthening the financial structures of enterprises operating in both the private and public sectors is increasing day by day. Audit committees have important duties. These tasks are as follows (Dağlı, 2000):

- In connection with the monitoring and auditing of financial reports, assisting the Board of Directors in the preparation of reports prepared for submission to third parties in an impartial, fair manner and in compliance with accounting standards,
- To contribute to the Board of Directors regarding the fees to be paid as a result of the audit services provided by the independent auditors,
- To make recommendations to the board of directors on matters such as the re-appointment or dismissal of the independent auditors, Yönetimle bağımsız denetçi arasında anlaşmaya varmak,
- To provide oversight on behalf of the board of directors on the adequacy and deficiencies of the internal control system of enterprises,
- To receive information from the head of the internal audit unit on issues that may pose a risk to the business,
- To provide assurance to the board on the scope and adequacy of the independent audit,
- To examine the internal audit plan within the framework of compliance and to provide information to those concerned on the details of the subject.

The success of corporate governance is closely related to the effective execution of audit committees. It is seen that the recent accounting scandals have increased the need for a corporate governance approach and that scandals have been brought under control with this corporate governance approach (Erol, 2005:230).

The concept of corporate governance, which brings important changes in the field of accounting and auditing, is a concept that triggers the improvement of the board of directors (Gökoğlan, 2022:286). A successful corporate governance approach in businesses is defined as a management that emphasizes ethical concepts such as responsibility, understandability, reliability and fairness (Öztürk & Demirgüneş, 2008:400). Another definition of corporate governance is that the company management acts with a sense of responsibility towards the parties in the company's activities; It is a system created in accordance with the laws and ethical values that aims to increase the value and efficiency of the enterprise within the framework of a purpose that respects the rights of all parties. The simplest definition according to the Organisation for Economic Co-Operation and Development (OECD) is the system by which companies are directed and controlled (Güngör & Güney, 2019: 38).

For businesses, the concept of risk is defined as the possible occurrence of events that may cause damage, loss and danger (Şahin, 2016: 289). The determination of risk in companies is based on agency theory. In this theory, there is an agent who delegates managerial powers to the principal through a contract to manage the company on his behalf (Töre, 2021: 147). The main objective of both sides is utility maximization and this objective paves the way for information asymmetry between the parties. Identifying and reporting risks is considered as one of the methods to be used to minimize information asymmetry.

TKK No. 6267, which entered into force in 1956, did not have any regulation on risk and early detection of risk in companies. However, in the TCC No. 6102, which entered into force in 2012 and was regulated based on corporate governance principles, Art. 378 began to use the term 'early detection and management of risk'. However, Art. 378 does not explicitly define the risk of companies. This concept was first defined in Article 4/1-c of the Principles Regarding the Auditor's Report on the Early Detection and Committee of Risk (to be briefly expressed as the Principles Regarding the Auditors' Report) issued by the Public Oversight Authority in 2014 as "The possibility of developments that may threaten the existence, development and continuity of the Company" (Töre, 2021:147).

The concept and management of risk is a new issue that has found its place in our legislation with TCC No. 6102. Early detection of the hazards that may be encountered in order to minimize the risks that endanger the continuity of the companies is an inevitable necessity in today's market conditions. For this reason, Article 378 of the TCC states that "In companies whose shares are traded on the stock exchange, the board of directors is obliged to establish an expert committee, to operate and develop the system in order to diagnose the reasons that endanger the existence, development and continuation of the company, to implement the necessary measures and remedies for this purpose and to manage the risk In other companies, this committee shall be established immediately upon the auditor deems it necessary and notifies the board of directors in writing, and shall submit its first report at the end of one month following its establishment. In its bimonthly report to the Board of Directors, the Committee assesses the situation, points out the dangers, if any, and suggests remedies. The report is also sent to the auditor." (Dal, 2013: 91). This article aims to inform the board of directors of all kinds of risks concerning the company and to make some recommendations to the board of directors of the company on taking the necessary measures against the identified risks and implementing the necessary measures according to the characteristics of the concrete events. This way, on the one hand, risk situations are identified in advance and the company is prevented from incurring major losses, and on the other hand, management is enabled to respond to risks in a timely manner. This contributes to the protection of both shareholders and stakeholders (Töre, 2021:151).

In order to detect risks early, it is useful to identify the elements that may pose risks for businesses in advance (Kloman, 1992: 299-301). This is possible through risk management. Businesses, which need committees to manage and monitor risk, strive to ensure that their committees, called early detection of risk or risk committees, which have recently emerged and started to gain importance, are active.

2. LITERATURE REVIEW

Concepts such as audit, risk management and corporate governance, which have recently gained importance in Turkey as in all countries of the world, have paved the way for enterprises to pay more attention to audit, risk committees, corporate governance and financial reporting process. Businesses have started to closely follow relevant developments to make the process more quality and efficient through active committee activities. Both in the business world and in the academic community, research has begun to be conducted due to the importance of the issue. Some of the academic studies on the subject that can be accepted within the scope of the theme of the study are given below.

Çalışkan and İçke (2010), in their study, which aims to reveal that corporate governance in the banking sector is different from the other sectors, provided information about the corporate governance practices of the banks whose stocks are traded on the ISE, examined the reports

prepared within the scope of corporate governance and revealed the factors affecting these reports. In addition, an assessment was made on the status of corporate governance practices in this sector. Yakar (2015), in his study to determine the effects of the audit committee on financial reporting, concluded that it is necessary for the audit committee to assess the reliability and accuracy of financial statement disclosures and footnotes in the financial statements before the reports are published. Thus, it has achieved results such as giving reasonable assurance to the parties that the audit mechanism and its committee are functioning effectively by building shareholder confidence. Yaşar (2016), in a study aimed at explaining the issues related to early detection and management of risk, which plays an effective role in preventing corporate bankruptcies and crises, revealed that there are two important problems. The first one is "Should a risk management system be established in a broad sense in accordance with the Turkish Commercial Code?" and the second one is "Is the obligation of boards of directors to establish an early detection and management of risk system only for listed companies?". As a result of the research, it was concluded that the 378. Although the article uses the expression "early detection and management of risk", it is not a "risk management system" in the broad sense. It is the "early detection of risks system" that should be established within the company. This system is not intended to prohibit companies from engaging in risky transactions. The aim is to ensure that joint stock companies are aware of risky transactions and are in a position to take necessary precautions.

Halim et al. (2017) analyzed the data of 299 firms in their study aiming to examine the impact of risk management committee on firm performance and the relationship between risk management committee, corporate governance, firm size, financial reporting risk and firm performance. The data analyzed using the SPSS 20.0 program were then interpreted. As a result of the research, they concluded that the risk management committee affects firm performance and that the risk management committee acts as a mediating variable in the relationship between corporate governance, governance, firm size and financial reporting risk on firm performance. Özer and Merter (2019) conducted an application in the BIST to investigate the effect of the characteristics of the audit committee on the level of firm prudence. Using the Basu model, known as the "Profit/Share Return" model, the researchers concluded that prudence is positively related to the audit committee and negatively related to the number of meetings. In addition, the study explained that if the number of audit committee members increases, the committees will become more effective and efficient, which will increase the firm's prudence and improve the quality of financial reporting. In their study, Kartal and Yılmaz (2019) examined the YK reporting of 48 companies included in the BIST QM index as of 09.08.2019. In the study, it was determined that erroneous/incorrect reporting was made in the principles within the scope of URF YK reporting. Considering this issue, it is recommended that the obligations related to URF and KYBF reporting are updated and the obligation to disclose details about all principles is introduced in order to make the subsequent QM compliance reporting more healthy, that assurance services are provided by the internal audit departments of the companies regarding the QM compliance reporting and that the senior management of the companies pay more attention to the issue.

Hamidah (2020) aims to investigate the effectiveness of the audit committee on the corporate governance mechanism and sustainability report. In his study, the reports of 35 companies listed on the Indonesia Stock Exchange for the period 2013-2017 and the impact of the audit committee on them were analyzed. As a result of the study, the audit committee increases the effectiveness of the audit process; board size, CEO duality and the relationship between the level of management. Nkak, (2020), aiming to examine the relationship between audit committee members and the publication period of financial reports, used the data of companies

traded on the Nigerian Stock Exchange between 2012-2019 in his study. The study concluded that the selection of audit committee members from among non-executive members with financial experience would significantly contribute to the timely delivery of audit-approved annual financial returns. Töre (2021), in its study examining the annual reports of the enterprises included in the BIST corporate governance index, tried to analyze the data of 2019. As a result of the research, it was necessary to determine risk management standards by the Public Oversight Board. In addition, in the study, the problems that may be encountered were identified and solutions were offered to eliminate these problems. Jallali and Zohglami (2022) wanted to examine the extent to which risk management will improve corporate governance and risk management effectiveness in this study where proxy and mediation theory is discussed. Panel regression and structural equation modeling were used in the research. The empirical findings obtained as a result of the study reveal that risk governance mechanisms play an important role in improving the effectiveness of both corporate governance and risk management, that risk management fully explains the relationship between corporate governance and bank performance, but that risk management partially explains the relationship between risk management and bank performance.

3. METHODOLOGY

A correlational research design was used in the creation of this study. The universe of the research consists of 12 companies in the banking sector included in the BIST 100 index.

The dependent variable of this research is the reporting practices related to compliance with corporate governance principles made operational on the basis of the Corporate Governance Compliance Report (CGCR) indicators (shareholders, public disclosure and transparency, stakeholders and the board of directors). The research was carried out by taking into account the Corporate Governance Compliance Report 2019. Each item from CGCR 2019 is weighted by 1 point if the explanations are fully complied with in the report and 0 points if the explanations are partially or not complied with at all. In this way, the total score was determined by taking into account the CGCR 2019 framework. Then the percentage of the level of disclosure in any performance indicator was determined. According to CGCR 2019, the number of frames disclosed is divided by the total number of disclosures. Finally, the obtained percentage levels were classified according to the Likert scale of 5. Using previous studies, scoring was 0%–20%=1; 21%–40%=2; 41%–60%=3; It is classified as 61%–80%=4 and 81%–100%=5. This method has been used in various studies by academics such as Nalukenge et al., (2018), Tumwebaze et al., (2021) and Gökoğlan (2022).

Ten hypotheses developed by taking into account the scope of the research were formed as follows;

H1: There is a positive relationship between Audit Committee Effectiveness and Corporate Governance Principles Compliance Practices.

H2: There is a positive correlation between the effectiveness of the Audit Committee and the implementation of the Shareholder Policy.

H3: There is a positive relationship between the effectiveness of the Audit Committee and the implementation of the Public Disclosure and Transparency Principle.

H4: There is a positive relationship between the effectiveness of the Audit Committee and the implementation of the Stakeholders Policy.

H5: There is a positive relationship between Audit Committee Effectiveness and Board Policy practices.

H6: There is a positive relationship between Risk Committee Effectiveness and Corporate Governance Principles Compliance Practices.

H7: There is a positive relationship between Risk Committee Effectiveness and the implementation of the Shareholders' Policy.
H8: There is a positive relationship between the effectiveness of the Risk Committee and the implementation of the Public Disclosure and Transparency Principle.
H9: There is a positive relationship between the effectiveness of the Risk Committee and the implementation of the Stakeholders Principle.
H10: There is a positive relationship between Risk Committee Effectiveness and Board Principle implementation.
Table 1 contains descriptive information on the measurement of the independent variables of the study. CCA is concerned with reviewing corporate governance information and liaising with external auditors. Within the scope of the study, ACE consists of the number of personnel in the audit committees, the number of meetings of the audit committees and the reports submitted. RCE is concerned with the purpose of ensuring the reliability of corporate governance information. RCE consists of the number of personnel in the risk committees, the number of meetings of these committees and the reports submitted. The ways in which the variables within the scope of the study were measured are shown in Table 1.

Table 1: Measurement of Variables

Değişken	**Abbreviation**	**Variable Description**
Dependent Variable		
Corporate Governance Applications	**CCA**	Shareholders, Public Disclosure and Transparency are measured in the indicators of Stakeholders and the Board of Directors according to CGCR (2019).
Independent Variable		
Audit Committee Effectiveness	**ACE**	It consists of the number of personnel in the committees and the number of meetings of the committees. Number of members (NMEM) variable; It is a dummy variable coded as 0 if the number of audit committee members serving in companies is 3 and up, if the committee member is 2 and down is 1. Number of meetings (NMEE) variable; If the number of meetings of the committees in the company is 5 and below, it refers to the puppet variable coded as 0, and for 6 and above it is coded as 1.
Risk Committee Effectiveness	**RCE**	It consists of the number of personnel in the committees and the number of meetings of the committees. Number of members (NMEM) variable; It is a dummy variable coded as 0 if the number of audit committee members serving in companies is 3 and up, if the committee member is 2 and down is 1. Number of meetings (NMEE) variable; If the number of meetings of the committees in the company is 5 and below, it refers to the puppet variable coded as 0, and for 6 and above it is coded as 1.
Control Variables		
Auditor Type	**AT**	It refers to the dummy variable coded as 0 if the firm is audited by the big 4 audit firms [PwC, KPMG, Delloite, EY], and 1 if the firm is audited by a national audit firm.
	β0	Constant
	Ej	Error refers to the term.

Multiple regression model was used to determine the relationships between ACE and RCE and corporate governance reporting framework. In this study, the following regression models were established:

$$ACE = \beta_0 + \beta_1 \text{NMEM} + \beta_2 \text{TS} + \varepsilon_j$$

$$\text{CCA} = \beta_0 + \beta_1 \text{AT} + \beta_2 \text{ACE} + \varepsilon_j$$

$$RCE = \beta_0 + \beta_1 \text{NMEM} + \beta_2 \text{TS} + \varepsilon_j$$

$$\text{CCA} = \beta_0 + \beta_1 \text{AT} + \beta_2 \text{RCE} + \varepsilon_j$$

Where CCA has practices for complying with corporate governance principles, ACE is audit committee activity, NMEM stands for number of members, NMEE stands for number of meetings, AT stands for auditor type, β0 stands for constant expression and ε refers to error terms. Where CCA has practices for complying with corporate governance principles, RCE is risk committee activity, NMEM stands for number of members, NMEE stands for number of meetings, AT stands for auditor type, β0 stands for constant expression and ε refers to error terms.

3. FINDINGS

Descriptive statistics for the variables utilized in the study were performed. Table 2 presents descriptive statistics showing the means and standard deviations of the variables. In the research, according to the 1-5 Likert scale, it was determined that the enterprises operating in the banking sector (CGCR (2019)) pay attention to implement 90% ((4,5/5)*100%) of the indicator items.

Table 2: Descriptive Statistics

Variable	N	Min.	Max.	M.	Std. Dev.	Skewness		Kurtosis	
						v	Std. E.	v	Std. E.
CCA	12	3	5	4,750	0,522	-	,637	1,33	1,23
P	12	3	5	4,416	0,500	-1,38	,637	-1,32	1,23
PDT	12	4	5	4,833	0,452	-1,32	,637	-1,33	1,23
S	12	3	5	4,916	0,514	0,98	,637	-1,45	1,23
BD	12	3	5	4,166	0,577	-1,46	,637	-1,35	1,23
NMEM	12	0	1	0,750	0,288	-1,47	,637	1,02	1,23
NMEE	12	0	1	0,500	0,590	-1,560	,637	1,43	1,23
AT	12	0	1	0,500	0,389	1,05	,637	-1,25	1,23
ACE	12	0	1	0,500	0,452	-1,32	,637	-1,06	1,23
RCE	12	1	2	0,500	0,500	-	,637	1,25	1,23
CCA	12	1	2	0,450	0,548	-	,637	1,25	1,23

Skewness and Kurtosis values were taken into consideration to determine whether the data used in the study were normally distributed. All values were found to be within the range of -3.29 to +3.29 as determined by Field (2009). Therefore, it was determined that the data used in the research showed normal distribution characteristics.

Table 3: Descriptive Statistics and Pearson Correlation Coefficients

Variables	CCA	P	PDT	S	BD	NMEM	NMEE	AT	ACE	RCE
CCA	1									
P	,488*	1								
PDT	,522*	,255	1							
S	,522*	,255	-,091	1						

BD	,318*	,529	,135	,135	1					
NMEM	,111	,098	,522	-,174	-,258	1				
NMEE	,192	,507	-,302	,302	,447	-,192	1			
AT	-,192	,169	,302	-,302	,000	,577	,333	1		
ACE	,576*	,597	-,302	,502	,447	,116	,920**	,333	1	
RCE	,516*	,407	-,252	,653	,335	,252	,936**	,333	,880**	1

Note: *p<0.05; **p<0.01

Table 3 shows the relationship between the effectiveness of audit and risk committees and corporate governance practices. Pearson Correlation analysis was used to determine this relationship. The analysis reveals that there is a positive and significant correlation between the effectiveness of audit and risk committees and corporate governance frameworks (r=0.576* and r=0.516*, p<0.05). Therefore, a positive change in the DCI and RCI implies a positive change in corporate governance compliance practices. However, there is no statistically significant relationship between the number of meetings and corporate governance principles compliance practices.

Table 4 presents the results of multiple regression analysis to measure the relationship between the effectiveness of audit committees and corporate governance practices. In order to examine the relationship between the model and corporate governance practices, the number of meetings is considered as a control variable. This is also consistent with the correlation analysis results in Table 3. However, audit committee effectiveness is found to have a significant relationship with efforts to comply with corporate governance principles.

Table 4: Regression Analysis Results of the Study (ACE)

Variables		***Model***
ACE		0,285*
NMEE		0,167
Constant		2,660
F-value		4,558*
Adj. R^2		0,292
VIF	0.920	
Tolerance	1,456	

Note: *p<0.05

Given the existence of a positive relationship between the effectiveness of audit committees and corporate governance practices as a result of correlation and regression analyses, we decided to conduct additional analyses. The analysis and results are shown in Table 5.

Table 5: Regression results of audit committee effectiveness and corporate governance indicators

Variables	**P**	**PDT**	**S**	**BD**
ACE	0,467**	0,490**	0,200**	0,333**
Constant	3,913			
F-value	2,830			
Adj. R^2	0,511			

Note: *p<0.05; **p<0.01

Table 5 shows that the effectiveness of audit committees is more related to the principles of public disclosure and transparency and shareholders. In general, the research results show that all of the hypotheses are accepted. In short, audit committee effectiveness is related to corporate governance compliance report practices.

Table 6: Regression Analysis Results of the Study (RCE)

Variables		*Model*
RCE		0,315*
NMEE		0,198
Constant		3,150
F-value		5,105*
Adj. R^2		0,232
VIF	0.880	
Tolerance	1,298	

Note: *p<0.05

Table 6 presents the results of multiple regression analysis to measure the relationship between the effectiveness of risk committees and corporate governance practices. In order to examine the relationship between the model and corporate governance practices, the number of meetings is considered as a control variable. This is also consistent with the correlation analysis results in Table 3. However, it was also found that there is a significant relationship between risk committee effectiveness and efforts to comply with corporate governance principles.

Table 7: Regression results of risk committee effectiveness and corporate governance indicators

Variables	**P**	**PDT**	**S**	**BD**
RCE	0,334**	0,251**	0,501**	0,518**
Constant	3,395			
F-value	5,712*			
Adj. R^2	0,398			

Note: *p<0.05; **p<0.01

Table 7 shows that the effectiveness of risk committees is more related to stakeholder principles and board principles. In general, the research results show that all of the hypotheses are accepted. In short, risk committee effectiveness is related to corporate governance compliance report practices.

CONCLUSION

Businesses have important objectives such as providing services to society, gradually increasing their activities, maximizing their profits and keeping up with technological developments. Determining the success they have achieved while carrying out their activities within the framework of these objectives, or investigating the causes of failures and conducting studies to prevent the risks, errors and frauds arising in the enterprise covers the audit process in the enterprises and this situation affects the corporate governance reports of the enterprises. The quality and efficiency of the audit and early detection of risk are as important for businesses as the audit process. It is an important element of corporate governance that risks are identified, managed, audited and shareholders are informed in detail. It is very difficult for businesses to completely eliminate the risks that may arise. Early identification and management of risks is very important for businesses to continue their existence. One of the important factors contributing to the early identification of risks, taking certain precautions and realization of business objectives despite the risks is the effective functioning of committees such as audit and early detection of risk/risk committees to maintain the continuity of the business.

As a result of the study, a positive relationship was found between the effectiveness of audit committees and the implementation of the shareholders' principle, the public disclosure and transparency principle, the stakeholders' principle and the board of directors' principle. However, a positive relationship was found between the effectiveness of risk committees and

the implementation of the shareholders' principle, the public disclosure and transparency principle, the stakeholders' principle and the board of directors' principle. It is found that there is a moderate relationship between the implementation of corporate governance principles in banks and the effectiveness of both audit committees and risk committees. In addition, a significant relationship was found between the number of meetings and the effectiveness of both audit and risk committees. There is a high degree of correlation between the number of meetings and the effectiveness of both audit committees and risk committees in banks. The increase in the number of meetings of the personnel in the audit and risk committees in banks is determined as a criterion that positively affects the effectiveness of these committees. Therefore, the frequency of meetings that banks will hold in various periods will have a positive impact on corporate governance practices. In short, the effectiveness of audit and risk committees in banks increases the commitment to corporate governance principles and enhances the reliability of corporate governance reports. In addition, it has been determined that the increase in the number of meetings in banks increases the effectiveness of audit and risk committees.

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Sosyal Medyanın Kriz Dönemleri Bağlamında İncelenmesi: 6 Şubat 2023 Kahramanmaraş Depremi Paylaşımlarının Analizi

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ÖZET

İnternet teknolojisinin web 2.0 özelliği kazanması sonucu birçok kavram hayatımıza entegre olmuştur. Bu kavramlardan sosyal medya platformlarının önemli bir yer tuttuğunu söylemek mümkündür. Günümüzde yediden yetmişe neredeyse her bireyin kullanıcısı olduğu sosyal medya platformları, zaman ve mekan kavramlarını ortadan kaldırarak etkileşim yapılabilme olanağı tanıması insanların birbirine daha fazla yakınlaşmalarını sağlamıştır. Bu yakınlaşmalar farklı mekanlarda yaşayan insanların sosyal medya sayesinde birbirleriyle sağladıkları iletişimle doğru orantılı olarak belli bir sınır olmadan herhangi bir konu hakkında da bilgi/iletişim kurabilmişlerdir. Özellikle Twitter gibi sosyal medya platformu kullanan bireylerin tanıdıkları/tanımadıkları pek çok kişiyle etkileşime geçmesi bireylerin geniş kitlelere ulaşabilmesini sağlamıştır. Günlük yaşamlarındaki kesitleri video, fotoğraf veya yazı formatında paylaşan kullanıcılar açısından sel, fırtına ve özellikle deprem gibi kriz anlarında iletişim/telefon hatlarının aksaması sonucu yapılan bilgi paylaşımları bakımından Twitter platformunun başat bir rol üstlendiği görülmektedir. Bu bağlamda, bu çalışmada 6 Şubat 2023 tarihinde meydana gelen depremde, depremzedelere yardım amacıyla atılan tweetler incelenecektir. 6 Şubat- 22 Şubat 2023 tarihli seçilen 10 tweetin ekran görüntüleri alınarak içerik analizi yöntemiyle analiz edilecektir.

Anahtar Sözcükler: İletişim, Sosyal Medya, Deprem

Examination of Social Media in the Context of Crisis Periods: Analysis of 6 February 2023 Kahramanmaraş Earthquake Sharing

ABSTRACT

As a result of internet technology gaining web 2.0 feature, many concepts have been integrated into our lives. It is possible to say that social media platforms have an important place among these concepts. Today, social media platforms, which are used by almost every individual from seventy to seventy, have enabled people to get closer to each other by eliminating the concepts of time and space and allowing interaction. These convergences have allowed people living in different places to establish information/communication on any subject without a certain limit in direct proportion to the communication they provide with each other thanks to social media. In particular, the interaction of individuals using social media platforms such as Twitter with many people they know / do not know has enabled individuals to reach large masses. For users who share sections of their daily lives in video, photo or text format, it is seen that the Twitter platform plays a dominant role in information sharing as a result of disruption of communication/phone lines in times of crisis such as floods, storms and especially earthquakes. In this context, in this study, tweets sent to help earthquake victims in the earthquake that took place on February 6, 2023 will be examined. Screenshots of 10 selected tweets dated 6 February- 22 February 2023 will be taken and analyzed by content analysis method.

Keywords: Communication, Social Media, Earthquake

GİRİŞ

Düşünen bir varlık olarak insan, toplumsal etkileşimleri sonucunda geçmişten günümüze sürekli bir devinimle ilerleyen ve gelişen ender bir olgu olan enformasyon/bilgi ile karşılaşmaktadır. Bu enformasyon/bilgi, insanlığın ortaklaştığı noktaların başında gelmektedir. Bilginin sürekli gelişimi, geçmişin izlerinin günümüz yaşam alanlarında açık bir şekilde görülmesini sağlamaktadır. Özellikle kapitalist üretim toplumu gibi bir toplumsal düzende, enformasyonun gelişimi, üretim araçlarını elinde bulunduran ve buna müdahale eden aktörler ile birlikte toplumsal yapının tamamını etkilemektedir. Enformasyon ve kapitalizmin gelişimi, genişlemesi ve yayılması dönemleri birbirleriyle bağlantılıdır (Castells, 2008: 23). İnsanlık tarihinin büyük bir bölümünde, teknolojik gelişim karşımıza çıkmaktadır. İlk insanların birbirleriyle iletişim kurma yöntemlerinden, mağaralara çizilen resimlere veya Orta Doğu'da kullanılan hiyerogliflere kadar, insanlar iletişim kurma ve toplumsal yaşamı kolaylaştırma amacıyla çeşitli yöntemler geliştirmiştir. Bu nedenle, teknoloji ve teknolojik gelişmeler, tarihimizin başından itibaren belirleyici bir konumdadır (Yengin & Bayrak, 2022). İnsanlık, teknolojik gelişmeler sayesinde geçmişteki her ilerleme, gelişme ve genişleme sürecinde kaynak noktası olmuştur. Bu da teknolojik gelişmelerin sürekli birbirini takip ettiğini göstermektedir. İletişim yöntemlerinin gelişimiyle birlikte ortaya çıkan ve günümüzde önemli bir unsura dönüşen internet teknolojisi, birçok kavramı günlük yaşamımıza entegre etmiştir. Örneğin, bu makalenin ana konusu olan sosyal medya, internet ortamında insanlara paylaşım imkanı sunan platformlardan oluşmaktadır. Twitter gibi sosyal medya platformları, insanların kriz dönemlerinde nasıl davrandıklarına dair örnekler sunmuştur. İnsanlar, kriz dönemlerinde ortaya çıkan gecikmeleri ve sorunları bildirmek, ihtiyaç duyulan yardımlara ulaşmak için sosyal medya alanlarına yönelmişlerdir ve bu davranış büyük ölçüde diğer insanlar tarafından karşılık bulmuştur. Yirminci yüzyılın başından itibaren kısa mesafeli iletişim teknikleri, toplumun büyük bir kesimi tarafından yeni yeni keşfedilmeye başlanan bir iletişim aracı olarak ortaya çıkmış ve daha sonra, günümüzden 40-50 yıl öncesinde hızlı bir dönüşüm geçirerek uzun mesafeli iletişim tekniklerinin gelişimini sağlamıştır (McLuhan & Powers, 2001: 195). İnternet teknolojisi ise 1980'lerden günümüze kadar sürekli olarak gelişmiş ve son 20-25 yıl içinde yaygınlaşmış olan sosyal medya ortamları, birçok insan tarafından hayatın ayrılmaz bir parçası haline gelmiştir. Ancak sosyal medya platformlarında gezinti yapmak için kullanılan teknik araçlar sayesinde, bu sistemlere erişim sağlayan ve istediği gibi içeriklere erişen insanlar, teknik araçlara sahip olmadan bu imkanlardan faydalanamamaktadır (Ellul, 2003: 438).

İletişim süreçlerinin gelişmesiyle birlikte yaygınlaşan ve farklı amaçlar için kullanılan sosyal medya, önemli bir teknolojik ilerlemenin bir örneğini sunmaktadır. Sosyal medyanın kullanımı, iletişim amacıyla, haberleri takip etmek için, olayların gündemini izlemek için veya bilgi alışverişi için internet tabanlı forumlar aracılığıyla kullanılmaktadır. Ancak özellikle 6 Şubat 2023 tarihli Kahramanmaraş depremleri gibi durumlarda sosyal medya, alışılmadık bir amaçla kullanılmıştır. Bu amaç, depremzedelerin çoğunluğunun yer aldığı bölgelerde yapılan paylaşımlardır. Yardım çağrıları ve acil durum bildirimlerinin paylaşılması, paylaşılan bilgilerin mümkün olduğunca çok kişi tarafından görülüp diğer sosyal medya platformlarında paylaşılması ve bu bilgilerin temelinde acil müdahalelerin yapılması amaçlanmaktadır.

Çalışmanın ana konusu, kriz dönemlerinde sosyal medyanın kullanımının ve buna bağlı olarak yapılan paylaşımların incelenmesidir. Bu bağlamda, çalışmada örneklem olarak Twitter üzerinden yapılan yemek yardımı çağrıları, ihtiyaç çağrıları ve destek çağrıları gibi farklı paylaşımlar ele alınmıştır. Bu paylaşımlar, kriz dönemlerinin yıkıcı etkilerini hala hisseden insanlar tarafından yapılmıştır. Bu paylaşımlar, çalışmada incelenerek kriz dönemlerinde sosyal medyanın acil durumlar için bir platform olarak kullanıldığı gösterilmiştir. Bireysel olarak

yapılan bu paylaşımlar, sosyal medya aracılığıyla binlerce insana aynı anda ulaşmıştır. Bu sayede, yardım bekleyen insanların ihtiyaçları sosyal medya aracılığıyla geniş bir kitleye ulaşmıştır. Sosyal medyanın bu özelliği, acil durumların yayılmasını hızlandırarak yardım çağrılarının daha geniş bir şekilde duyulmasını sağlamıştır. Bu durum, kriz dönemlerinde sosyal medyanın önemli bir rol oynadığını ortaya koymaktadır.

KRİZ İLETİŞİMİ OLGUSU

Kriz terimi, felaketler, başarısızlıklar, çöküşler gibi belirsiz durumları tanımlamak için kullanılmaktadır (Heide & Simmonson, 2014: 04). Söz konusu kavram birçok türde mevcut olmasından dolayı tek bir tanımla sınırlı kalmamaktadır. Genel olarak krizi beklenmeyen, rutin olmayan, belirsizlik seviyesini yükselten ve yüksek öncelikli hedefleri tehdit eden ya da tehdit ettiği algısı yaratan olay dizisi olarak ifade edilmektedir (Spence vd. 2007: 540). Dinamik ve tahmin edilemez olan kriz (Seeger, 2006: 234) dört aşamadan geçmektedir. Bu aşamalar sırasıyla Prodromal kriz aşaması, Akut kriz aşaması, Kronik kriz aşaması ve Kriz çözümü aşamasıdır. Prodromal kriz aşaması, krizin patlak vermeden önce belirtilerinin görüldüğü dönemi ifade eder. Akut kriz aşaması, krizin meydana geldiği ve yaşanan sorunlara hızlı müdahalenin gerektirdiği zaman dilimidir. Kronik kriz aşaması yaşanan sorunların sürdüğü ve birçok noktada etkisini bıraktığı aşamadır. Son olarak kriz çözümü aşaması ise krizin kontrol altına alındığı, krizin yaşattığı etkileri minimize edilmeye çalışıldığı ve normal işleyişe dönülmeye çalışıldığı bir süreçtir (Kash & Darling,1998;Darling, Seristo , & Gabrielsson, 2005 akt. Civelek vd. 2016: 113).

Krizin tüm aşamalarında iletişimin rolü oldukça önemlidir. Coombs ‘un ifadesiyle iletişim, kriz yönetiminin özünü oluşturmaktadır (Coombs, 2012). Kriz dönemlerinde, bireylerin enformasyon ihtiyacı artar ve daha büyük bir etkiyi önlemek adına bilgiye erişim arayışına girmektedirler. Televizyon, sosyal medya mecraları, radyo gibi iletişim araçları bu süreçte değerli ve zamanında bilgi kaynakları olarak kabul edilmektedir (Wendling vd. 2013: 07). Bu platformlar, kriz sürecinde güncel bilgilerin paylaşıldığı ve halkın bilgilendirildiği kanallar olarak görülmektedir. (Heath vd. 1995). Bireyler, bu iletişim araçları aracılığıyla sürekli olarak bilgilerini güncelleyerek kriz hakkında bilgi edinir ve önlem alabilirler. Kriz veya olay sırasında etkin bir kriz iletişimi yürütmek, itibarın, güvenilirliğin ve moral gücünün korunmasında büyük öneme sahiptir.(Lukaszewski, 2013: 33).

Coombs kriz iletişimini iki ana kategoriye ayırmaktadır. Bunlardan ilki olan kriz bilgi yönetimi olarak adlandırılır ve kriz sürecinde bilgi toplamak, toplanan bilginin süzgeçten geçerek doğruluğa kavuşturulması, tüm paydaşlara iletilmesini ve karar verme süreçlerini içermektedir. Bu kategori krizin yaşattığı etkilerine karşı önlem alma konusunda hayati önem taşımaktadır. Öte yandan ikinci kategori olarak sınıflandırılan kriz paydaş tepki yönetimi ise kriz sürecindeki konuları herkesi etkilemek adına yapılan iletişimsel çabalar olarak söylenmektedir. Bu kategori stratejiye dayalı bir ilerleme sağlamaktadır. Güven sağlama, duygu dolu tepkileri yönetme ve itibarın zedelenmesini önlemeyi amaçlamaktadır (Coombs, 2012: 25).

Krizlerin karmaşık yapısı ve farklılık gösteren özellikleri, genel kabul görmüş bir kriz iletişim planının oluşturulmasını zorlaştırabilmektedir. Ancak ideal iletişim ortamının sağlanması için gerekli ilkeler söz konusudur. Bunlar şu şekilde sıralanabilir (Ticaret Bakanlığı, 2022: 63).

- Kriz zamanındaki dikkat dağınıklıklarına yol açabilecek unsurlar kaldırılmalıdır.
- Kriz yönetiminde büyük bir ihtiyaç olan iletişim sistemleri ve enformasyon teknolojileri esnek şekilde hazırlanmalıdır.
- Krize ait bilgilerin doğruluğunu ölçebilecek kontrol süzgeçleri geliştirilmelidir.

- Çözüme daha hızlı ulaşabilmek içim iletişim zincirinde daha az halka bulunmalıdır.
- Krizin her safhasında tüm çalışanlar sistemli bir şekilde bilgilenmelidir.
- Kriz yönetim planı, var olan kurumsal iletişim plan ve prosedürlerine mutabık olmalıdır.

KRİZ DÖNEMLERİ EKSENİNDE SOSYAL MEDYA

Tarihçesine bakıldığında sosyal ağların, internetin ilk günlerine kadar uzanan bir geçmişi vardır. Ancak, günümüzde bildiğimiz modern sosyal ağlar, Jonathan Abrams tarafından başlatılan Friendster ile popüler hale gelmiştir. 2003 yılında, Intermix Media, Friendster'ın temel işlevselliğini kopyalayan sosyal ağ MySpace'ı geliştirdi. İlk olarak Intermix Media'nın büyük posta listeleri tarafından desteklenen MySpace, sosyal ağ siteleri arasında bir lider haline geldi. Mark Zuckerberg, Ekim 2003'te, Harvard öğrencileri için özel bir site olarak başlayan Facebook'u yarattı. Sonunda, 2006 yılında, herhangi bir e-posta kimliği olan herkes kaydolabildi. 2008-2009 arasında, Facebook insanlar tarafından büyük ilgi gördü ve MySpace'i geride bıraktı. (Saravanakumar & SuganthaLakshmi, 2012: 446). Günümüzde ise Instagram, Twitter ve Tiktok gibi platformlar da söz konusu sosyal ağ siteleri arasında yer almaktadır.

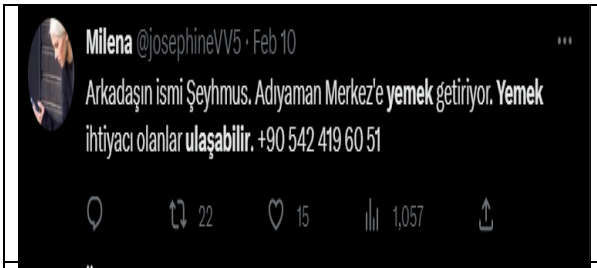
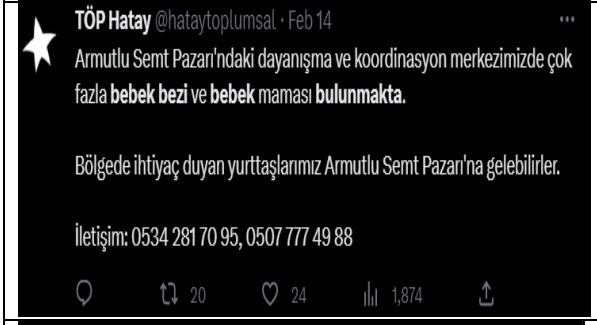
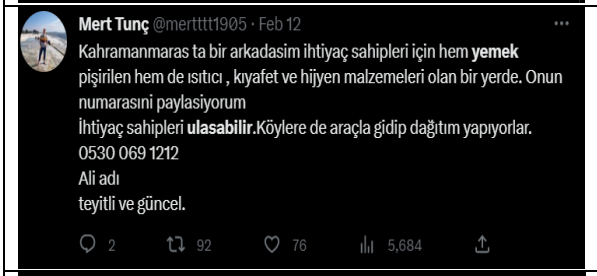
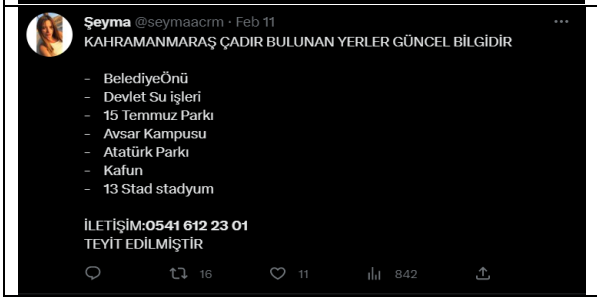
Kuşkusuz sosyal medya platformları yaşanılan dijital çağda önemli bir konumdadır. Bireylerin mevcut arkadaşlarıyla iletişimde kalma, görüşemedikleri eski arkadaşlarıyla bağlantı kurabilme, sosyal aktivitelerini paylaşma, gündemi takip etme, bir konu hakkında düşüncelerini belirtme gibi birçok amacı sağlayan iletişim yöntemlerinden biri durumdadır. We are Social'ın Temmuz 2022 yılı raporuna göre dünya nüfusunun yüzde 59'unun sosyal medya sitelerinden en az birini kullandığı belirtiliyor. Raporda ayrıca, dünya çapında toplam sosyal medya kullanıcısı sayısının 4,7 milyar olduğu, bu sayı bir önceki yıla kıyasla artış göstermiştir (URL 1). Dünya nüfusunun önemli bir bölümünün kullandığı sosyal medya, insanlı ya da doğal afet krizlerinde de önemli bir rolde olduğu görülmektedir. Kriz durumun başlangıcında, insanlar söz konusu sosyal medya platformlarını kullanarak yararlı bilgi aramak ve yardım istemek için kullandıkları görülmektedir. Özellikle Twitter'ın bu durumlarda başat bir rol oynadığını söylemek mümkündür. Twitter'da yaşanılan kriz olayların farkındalık kazanmasına, etkilenen insanların acil ihtiyaçlarını, kritik altyapı hasarını ve tıbbi acil durumları öğrenmesine yardımcı olabilmektedir (Nguyen, 2016). Öte yandan yerel halkın Twitter gibi sosyal medya platformları aracılığıyla fotoğraflar ve konum bilgileri paylaşması, gazetecilerin sahneye gidemediği durumlarda olay durumu hakkında güncel bilgilerin paylaşılmasına yardımcı olabilmektedir. Diğer bir deyişle sosyal medya mecraları kriz haberlerini, gazetecilerin araya girmeden milyonlarca kişiye paylaşılabilir ve yeniden paylaşılabilir. Kulaktan kulağa haberler, bazı durumlarda ana akım medyadan daha güvenilir olarak algılanır ve sonuç olarak büyük bir etkiye sahiptir (Colley & Collier, 2009 akt. Veil vd. 2011: 111). Örneğin 2007 ve 2008 California orman yangınları, 2008 Mumbai katliamı, 2009 US Airways Flight 1549 kazası, 2010 Haiti depremi ve 2011 Tunus ayaklanması gibi kriz durumlarında hızlı bir şekilde başlangıç bilgilerini ve güncellemeleri paylaşmak için bu mecralar kullanılmıştır (Veil vd. 2011: 111).

Kriz dönemlerde söz konusu mecraların daha hızlı sonuçlar getireceğini bundan dolayı bazı ülkelerin bu durumlara ait bir sistem kurdukları görülmektedir. Bunlardan biride Katar'ın kurduğu AIDR adlı sistemdir. AIDR (Artificial Intelligence for Disaster Response), doğal afetlerden kaynaklanan tweetlerden bilgi toplamak için bir sistemdir ve Katar Bilişim Araştırma Enstitüsü tarafından geliştirilmiştir. Bu sistem, afet yönetimi faaliyetlerini koordine etmeye yardımcı olmak için kullanılmaktadır. AIDR, yapay ve insan zekasının birleşimi ile çalışır ve söz konusu sistem 2015 Nepal Depremi, Typhoon Hagupit gibi birçok felakette UN OCHA ve UNICEF gibi birçok farklı insani yardım kuruluşu tarafından kullanılmıştır (Nguyen vd. 2017: 569).

SOSYAL AĞ OLARAK TWİTTER'DA DEPREM İÇERİKLİ TWEETLERİN İNCELENMESİ

Sosyal medya, dijital çağın önemli getirilerinden biri olarak kabul edilmektedir. Bu platformlar aracılığıyla bireyler, gönderi, hikaye, tweet gibi yöntemlerle yaşamlarının belirli kesitlerini paylaşabilir ve diğer insanlarla iletişim kurabilirler. Sosyal medya genellikle önemli bir konumda bulunmakta olup özellikle kriz dönemlerinde etkisi oldukça belirgin hale gelmektedir. Bu bağlamda, 6 Şubat 2023 tarihinde deprem yardımlarıyla ilgili tweetlerin incelendiği bir çalışma gerçekleştirilmiştir. Bu çalışmada, içerik analizi yöntemi kullanılarak 6 Şubat- 22 Şubat 2023 tarihlerine ait seçilen 10 tweet ayrıntılı olarak analiz edilmiştir. İçerik analizi, belirli bir konudaki kalıpları, temaları, önyargıları ve anlamları ortaya çıkarmak amacıyla sistemli bir veri analiz yöntemidir (Baltacı, 2019: 377). Çalışmanın bulguları, üç başlık altında tablolaştırılmıştır. İlk başlık, incelenen tweetlerin ekran görüntülerini içermektedir. İkinci başlık, bu tweetlerin aldığı etkileşimleri göstermektedir. Üçüncü ve son başlık ise analiz bölümüdür. Bu başlık altında, depremden etkilenen kişilere yardım bilgisi içeren tweetlerin içerik analizi yöntemiyle ayrıntılı bir şekilde yorumlanmıştır.

TWEETLER	BEĞENİ/ RETWEET/ YORUM	ANALİZ
	2.932 Beğeni 4996 Retweet 72 Yorum	Görüntüdeki Twitter kullanıcısının, kriz döneminde yemek yardımı hakkında mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	66 Beğeni 216 Retweet 1 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek yardımı ile ilgili mekan içerikli bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	97 Beğeni 35 Reweet 3 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek ve kıyafet yardımlarıyla ilgili mekan içerikli bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	464 Beğeni 325 Reweet 5 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek yardımı hakkında mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.

	15 Beğeni 22 Reweet 0 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek yardımıyla ilgili mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	24 Beğeni 20 Reweet 0 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde bebek bezi ve bebek maması yardımlarıyla ilgili mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	84 Beğeni 144 Reweet 2 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek yardımlarıyla ilgili mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	84 Beğeni 220 Reweet 0 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde medikal, bebek bezi ve bebek maması yardımlarıyla ilgili mekan ve telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	76 Beğeni 92 Reweet 2 Yorum	Görüntüdeki Twitter kullanıcısının kriz döneminde yemek, kıyafet ve hijyen yardımlarıyla ilgili telefon numarası içeren bir paylaşım yaptığı ve paylaşımın birçok etkileşim aldığı görülmektedir.
	11 Beğeni 16 Retweet 0 Yorum	Görüntüdeki Twitter kullanıcısı kriz döneminde çadır yardımıyla ilgili mekan ve telefon numarası içeren bir paylaşım yapmıştır ve paylaşımın birçok etkileşim aldığı görülmektedir.

Yukarıda belirtilen paylaşımlara göre, Twitter kullanıcılarının deprem sonrası yardım etmek amacıyla attığı tweetler dikkat çekmektedir. Tweetlerden kullanıcıların sosyal sorumluluk bilincine sahip olduğu ve depremzedelere yardım etmek için aktif adımlar attıkları gözlemlenmektedir. Yardımlar arasında çadır, yemek, barınma, bebek maması, bebek bezi gibi ihtiyaçların paylaşıldığı tespit edilmiştir. Ayrıca, kullanıcılar iletişim bilgileri olarak mekan adresleri ve telefon numaralarını da tweetlerinde paylaşmışlardır. Etkileşim açısından en fazla retweet alan tweetin 4996 retweet, 2932 beğeni ve 72 yorum aldığı görülmektedir ve bu tweet nisahakan adlı kullanıcı tarafından paylaşılmıştır. Araştırmaya dahil olan hesapların 6'sının bireysel hesaplar olduğu ve diğer 4 hesabın ise fan ve eğlence odaklı profillere sahip olduğu belirlenmiştir. Bu durum, kriz dönemlerinde sosyal medyanın geniş kitlelere yardımlaşma imkanı sağlayabilmesinin önemini bir kez daha ortaya koymaktadır.

SONUÇ

Bu çalışma, 6 Şubat 2023 tarihinde Kahramanmaraş ilinin Elbistan ve Pazarcık ilçeleri merkezli olarak gerçekleşen ve "asrın depremi" olarak nitelendirilen 7.7 ve 7.6 büyüklüğündeki depremin ardından sosyal medya platformu Twitter üzerindeki insani yardım içerikli tweetlerin analizini içermektedir. Yapılan araştırmada yer alan paylaşımların çoğunluğunda hashtag kullanılmadan da etkileşim kurulduğu görülmektedir. Bu durum, her bir kullanıcının tercihlerine ve stratejilerine bağlı olduğu düşünülmektedir. Ancak konuyla alakalı diğer birçok paylaşımlarda, deprem sonrasında Twitter kullanıcıları, daha fazla etkileşim sağlamak ve daha geniş bir kitleye seslerini duyurmak amacıyla belirli hashtagleri kullanma eğiliminde olduğu görülmüştür. Bu kullanıcılar, hashtaglerin yardımıyla konuşmalarını ve paylaşımlarını belirli bir konu veya etiket altında toplamayı hedeflemişlerdir. O dönemde hashtaglar daha çok #deprem #afad #halukleventacil #hatay #kahramanmaraş #adıyaman #malatya #ıslahiye şeklindedir. Ele alınan paylaşımlara bakıldığında insani yardım olarak daha çok çadır, yemek, barınma, bebek maması, bebek bezi, ıslak mendil, gibi ihtiyaç twetleri atılmıştır. Söz konusu atılan twetlerden bazılarında telefon ve adres tarifi bilgilerinin yer aldığı görülmüştür. Ele alınan Tweetlerin etkileşim sayıları en fazla 4996 retweet, 2932 beğeni ve 72 yorum alırken en az olarak da 11 beğeni 0 yorum ve 16 retweet şeklindedir. Az etkileşim alan twetlerin sebepleri retweet yapmadan aynı bilgilerin birçok kez paylaşılmasındandır. Analiz edilen 10 tweete bakıldığında kullanıcılarından 6’sı şahsi hesaplarından paylaşım yaptıkları görülürken diğer kalan 4 hesabın da fan ve eğlence hesapları oldukları görülmektedir.

Çalışma, çevrimiçi bilginin hızlı kriz yanıtı ve yönetimi için önemli bir araç olduğunu göstermektedir. Bu bağlamda, Facebook, Instagram, WhatsApp, Ekşi Sözlük ve özellikle Twitter gibi platformların kullanımı bu dönemlerde hayati bir öneme sahip olmuştur. Bu platformlar, bilgi toplama, bilgi yayma, koordinasyon ve bireysel örgütlenme gibi birçok unsuru desteklemekte etkin bir rol oynamaktadır. Bu mecralar, sadece deprem gibi olaylarla sınırlı olmayıp orman yangınları, sel, çığ gibi acil durumlarda da insanların resmi kaynaklardan güncel bilgilere ulaşmasına yardımcı olarak olası kaos durumunu önleyebilme potansiyeline sahiptir.

Sosyal medyanın kriz dönemlerde önemli bir veri kaynağı olduğu aşikardır. Zaman kavramının çok önemli hale geldiği söz konusu dönemlerde Twitter’da milyonlarca tweet atıldığı görülmektedir. Bu durum yanlış bilginin ya da farklı konuların çokluğuna yol açarak yapılacak hızlı müdahalelerin önüne geçmektedir. Bu sorunun giderilmesi adına kriz zamana göre kodlanmış yapay zeka sistemlerinin sosyal medya mecralarında yer alması ve belirli kriterlere dayalı olarak önemli veya acil tweetlerin daha hızlı gün yüzüne çıkmasına ve kriz yönetim ekiplerinin belirlenen tweetlere daha hızlı müdahalelerin yapabilmesini sağlayacağı düşünülmektedir.

Ayrıca sosyal medya mecralarında bulunmak için internet bağlantısı zorunludur. Kriz dönemlerinde, telefon istasyonlarının etkisiz kalması ve iletişim altyapısındaki sorunlar nedeniyle internet ağını daha da kıymetli hale getirmektedir. Devletin bu durumlarda tüm yurt tarafından ücretsiz internet bağlantısı sağlaması oluşacak maddi ve manevi zararı en aza indirgeyeceği düşünülmektedir.

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Yapay Zeka Ekseninde Robot Gazeteciliğinin İncelenmesi: ChatGPT Örneği

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ÖZET

İletişim teknolojilerinin uzun yıllar içerisinde sergilediği gelişim serüveni, yalnızca bilgi üretme hızını etkilemekle kalmamış, üretim pratiklerinde yapay zekanın gelişmesine olanak sağlayarak pek çok unsuru değiştirmeye başlamıştır. Kısaca insan yapımı araçların, insan zekasını taklit etme amacı taşıyan sistemler olarak tanımlayabileceğimiz yapay zeka, yaşantımıza hızla dahil olmakta ve hayatımıza kolayca entegre edilmektedir. Yapay zekanın farklı sektörlerde kullanıldığı bilinmekte, habercilik perspektifinden de yapay zeka ekseninde yeni gelişmeler yaşandığı gözlemlenmektedir. Yeni medya kavramıyla dönüşmeye başlayan geleneksel gazeteciliğin çeşitlendiği görülmekte, farklı alanlara evrildiği söylenebilmektedir. Yeni medya ve yapay zekanın meydana getirdiği atmosfer sonucunda gelenekselden uzak, yepyeni gazetecilik türlerinin oluştuğu gözlemlenmekte, bunların arasında; drone gazeteciliği, sarmal gazetecilik, veri gazeteciliği, yurttaş gazetecilik, robot gazeteciliği örnek verilebilmektedir. Yapay zeka uygulamalarının daha aktif bir şekilde rol oynadığı robot gazeteciliği de son yıllarda en çok tartışılan konulardan biri haline dönüşerek mevcut medya sistemlerinin geleceğine dair teorilerin oluşmasına zemin hazırlamıştır. Çalışmada, yapay zeka uygulamalarından metin üretimi alanında en sık tercih edilen ChatGPT uygulaması seçilmiş, belirlenen bilgiler doğrultusunda yapay zekadan haber metni üretmesi istenmiştir. Nitel araştırma yöntemlerinden içerik analizinin kullanıldığı araştırmada yapay zeka ve insan üretimi haberler karşılaştırmalı bir şekilde incelenmiştir. Çalışmada 8 haber kategorisi oluşturulmuştur. Bu kategoriler; ekonomi, politika, eğitim, seyahat, kültür sanat, sağlık, spor ve 3. sayfa haberleri şeklindedir. Belirtilen kategoriler rastgele örneklem yöntemi ile seçilmiş her kategoriye ait 5 haber yapay zekaya yazdırılarak aradaki fark saptanmaya çalışılmıştır. Toplam 40 haberin karşılaştırılmalı bir şekilde incelendiği araştırmada, basit metinlerin birbirine yakın olduğu gözlemlenmiş fakat sayısal verilerin, detaylı bilgilerin yer aldığı haberlerde yapay zeka algoritmasının yalnızca taslak eşdeğerinde içerik ürettiği tespit edilmiştir.

Anahtar Kelimeler: Yeni Medya, Robot Gazeteciliği, Yapay Zeka, ChatGPT

Examining Robot Journalism on the Axis of Artificial Intelligence: ChatGPT Example

ABSTRACT

The development adventure of communication technologies over many years has not only affected the speed of information production, but has also begun to change many elements by enabling the development of artificial intelligence in production practices. Artificial intelligence, which we can briefly define as systems that aim to imitate human intelligence, is quickly included in our lives and is easily integrated into our lives. It is known that artificial intelligence is used in different sectors, and it is observed that there are new developments in the axis of artificial intelligence from the perspective of journalism. It is seen that traditional journalism, which started to

transform with the concept of new media, has diversified and it can be said that it has evolved into different fields. As a result of the atmosphere created by the new media and artificial intelligence, it is observed that brand new types of journalism, far from traditional, have emerged. drone journalism, spiral journalism, data journalism, citizen journalism, robot journalism can be given as examples. Robot journalism, in which artificial intelligence applications play a more active role, has also become one of the most discussed topics in recent years, paving the way for the formation of theories about the future of existing media systems. In the study, ChatGPT application, which is the most preferred artificial intelligence application in the field of text production, was chosen and it was asked to produce news text from artificial intelligence in line with the determined information. In the research, in which content analysis, one of the qualitative research methods, was used, artificial intelligence and human-made news were examined in a comparative way. In the study, 8 news categories were created. These categories are; economy, politics, education, travel, culture and arts, health, sports and 3rd page news. The specified categories were selected by random sampling method, and the difference was tried to be determined by printing 5 news belonging to each category on artificial intelligence. In the study, in which 40 news stories were analyzed comparatively, it was observed that the simple texts were close to each other, but it was determined that the artificial intelligence algorithm only produced the content equivalent of the draft in the news containing numerical data and detailed information.

Keywords: New Media, Robot Journalism, Artificial Intelligence, ChatGPT

GİRİŞ

İnsanın varlığını sürdürebilmesi için en temel gereksinim olarak gördüğümüz iletişim kavramı, teknolojinin ve dijitalleşmenin etkisiyle sürekli olarak kendini yenilemektedir. Bu yenilikler kimi zaman haberleşme alanında kimi zaman da medya kapsamında çeşitli değişkenler yaratmaktadır. Yeni medya kavramıyla birlikte medyanın haber üretme faaliyetleri şekillenmiş, okuyucunun da tüketim alışkanlıklarında çeşitli farklılıklar oluşmuştur. Bu bağlamda teknoloji oldukça önemli bir rol üstlenmektedir. "*Teknolojik yapının belirleyici olduğunu vurgulayan McLuhan'a göre teknolojinin ciddi gücü bulunmakta ve bu güç beraberinde yeni toplumlar ve yeni yaşam koşulları da üretmektedir"* (Yengin & Bayrak, 2022). Teknolojik yapının yarattığı yeni yaşam koşulları arasında yeni nesil haberleşmenin de çeşitlendiği görülmektedir. Özellikle internetin ve dijitalleşmenin etkisi haber üretiminde de radikal değişikliklere sebep olmuştur. İnternetin insan hayatında aktif olarak kullanılması; ilk olarak haber üretiminde metin odaklı içerik tasarlanmasına, daha sonra ise yeni medyanın gelişimiyle birlikte metin odaklı habercilik anlayışından uzaklaşılarak daha efektif video ve görsel paylaşımına odaklanan bir yapı oluşturmuştur (Çakar & Can, 2022: 383). Günümüzde yapay zekanın şekillendirdiği sektörler arasına giren medya alanı da haber üretimi sürecinde daha önce görülmemiş habercilik anlayışlarını geliştirmiştir. Medya sektöründe şüphesiz en radikal değişikliklerin yaşandığı bu yıllarda, yapay zekanın gazeteciliğe entegre edilmesi robot gazeteciliği kavramının doğmasına zemin hazırlamıştır. Robot gazeteciliği, haber üretim süreçlerinde insan müdahalesi olmadan içerik sağlayabilecek teknolojik bir habercilik türü olarak tanımlanmaktadır. Hem bilimsel hem de sektörel anlamda pek çok soru işaretini beraberinde getiren robot gazetecilik, basın dünyasına sağlayacağı iyileştirmelerin yanı sıra oluşturacağı dezavantajlar nedeniyle merak uyandıran bir konu haline gelmiştir. Uzun bir geçmişe sahip olmayan robot gazeteciliği, endişeler ve yenilikler sebebiyle son yıllarda pek çok bilimsel çalışmanın da ana konusu olmuştur.

Yapay zekanın yaşantımıza dahil olmaya başlamasıyla artan endişeler basın ayağında da çeşitli teorilerin gündeme gelmesine neden olmuştur. Çünkü teknolojik yenilikler insanların meslek seçimlerini gelenekselden popüler alanlara yönlendirmeye başlamıştır. Bu bağlamda bazı meslek grupları yok oluyorken, bazıları ilgiyle takip edilmektedir (Yengin & Bayrak, 2022: 179). Gazetecilik mesleğinin de ilerleyen dönemlerde yok olacağı endişesi bilim dünyasının da her geçen gün dikkatini çekmektedir. Özellikle son zamanlarda sahada çalışan basın mensubu kişilerin azalması, uzman gazeteciliğin geri plana atılması, masa başı muhabirlerin çoğalması habercilik dünyasında daha az çalışana ihtiyaç duyulmasına yol açmıştır. Basın mensupları adına sektör her geçen gün daralmaya devam ederken metin üretimi yapabilen yeni teknolojilerin oluşması da akıllarda birçok korkunun oluşmasına neden olmaktadır. Yapay zeka tabanlı metin üretimi yapabilen ve küresel anlamda en çok tercih edilen uygulamalardan biri de şüphesiz OpenAI tarafından geliştirilen ChatGPT uygulamasıdır. ChatGPT, kullanıcıların yönelttiği sorular karşısında herhangi bir web taraması yapmadan *'makine öğrenimi'* tekniğiyle geliştirilmiş yanıtlar verebilen bir uygulama olarak tanımlanabilmektedir (Karakoç Keskin, 2023: 116). Kısa sürede konuyla ilgili anlam bütünlüğünün sağlandığı cevaplar neticesinde pek çok kişi ChatGPT uygulamasını özel yaşantılarında, işlerinde, projelerinde ya da ödevlerinde kullanmaya başlamıştır. Eşsiz bir hızla küresel anlamda insanlar tarafından benimsenen bu uygulamanın ücretsiz oluşu dünyada bir ilk özelliği taşımaktadır (Rudolph, Tan & Tan, 2023). Bu doğrultuda haber üretiminde de yapay zeka destekli metin üretimi gerçekleştirebilen uygulamalar da gelişim göstermektedir.

Bu çalışmada yapay metin üretimi ve gerçek habercilik arasındaki farkları saptama amacıyla yapay zeka uygulamalarından ChatGPT uygulaması seçilmiş, belirlenen bilgiler doğrultusunda yapay zekadan haber metni üretmesi istenmiştir. Nitel araştırma yöntemlerinden içerik analizinin kullanıldığı araştırmada yapay zeka ve insan üretimi haberler karşılaştırmalı bir şekilde incelenmiş olup haberin ilkeleri kriterleri doğrultusunda analizler gerçekleştirilmiştir. Çalışmanın sonucunda ChatGPT gibi uygulamaların basın dünyasına nasıl katkı sunabileceğine ilişkin noktalara değinilmiş, haberciliğin insan müdahalesi olmadan yapılamayacağı fikrinin üzerinde durulmuştur. Robot gazeteciliği üzerine yapılan çalışmalar incelendiğinde 2014 yılında Clerwall tarafından yapılan araştırmada bilgisayar destekli üretilen metinler ile gerçek haber metinlerini karşılaştırmalı bir şekilde inceleyerek okuyucuların tercih şekillerini saptamaya çalışmıştır. Ele alınan bu çalışmada okuyucular bilgisayar tabanlı metinleri gerçek haberlere göre daha sıkıcı bulduklarını belirtmiş fakat bilgilerin daha nesnel olduğuna dikkat çekmiştir. Basın mensuplarının odak noktasında yer aldığı başka bir araştırmada ise İngiltere'nin önemli basın kuruluşlarında görev yapan 10 gazetecinin, robot gazeteciliği hakkındaki fikirleri saptanmaya çalışılmıştır (Thurman, Doerr & Kunert, 2017: 15). Araştırma sonuncunda ise robot gazeteciliği kapsamında üretilen haber içeriklerinde insani bir yaklaşım olmadığı saptanmış, insansı makinelerin haberin ruhunu hissedemeyeceği bu nedenle çeşitli etik sorunlar yaşanabileceği düşüncelerine ulaşılmıştır. Bir başka çalışmada habercilik adına insan varlığının önemi vurgulanmakta, yapay zekanın daha çok rutin işlerde devreye gireceği düşünülmektedir (Beckett, 2019). Rapor kapsamında 32 ülkeden 71 adet medya kurumunda görev alan basın mensuplarıyla gerçekleştirilen anket sonuçları değerlendirilmektedir. Küresel anlamda literatür taraması yapıldığında alana ilişkin önemli çalışmalardan birisi de Güney Kore'de alanında uzman 47 gazeteciyle robot gazeteciliği üzerine yapılan araştırmadır. Bu çalışma kapsamında gazetecilerin robot gazeteciliğine karşı 3 farklı tutum sergilediği saptanmış ve bu yaklaşımlar "*Seçkinler*", "*Yenilikçiler*" ve "*Frankenstein komplekslileri*" şeklinde ifade edilmiştir (Kim & Kim, 2018). Bu çalışmada 47 kişiden Seçkinler grubuna yakın olan basın mensupları gazetecilik mesleğinin tamamen insana özgü bir meslek olduğu ve bu nedenle robotların gazetecilerin yerini asla alamayacaklarını savunuyorken, Yenilikçiler, robot gazeteciliği kavramına daha iyimser bakmaktadır. *Frankenstein komplekslileri* ise, robot gazeteciliğine karşı korku duymakta ve mesleğe ya da sektöre ilişkin herhangi bir fayda sağlamayacağını savunmaktadır. Bu doğrultuda robot gazeteciliği, ile ilgili hem iyimser hem de kötümser yaklaşımlar var olduğunu söylemek mümkündür.

Robot gazeteciliği ile ilgili Türkçe kaynaklar tarandığında; konunun uzmanlarıyla gerçekleştirilen derinlemesine görüşmeler ışığında robot gazeteciliği ele alan Narin, rutin haberlerde yapay zeka destekli uygulamalardan yararlanılabileceği fikrinin altı çizilse de sosyal farkındalık ve kültürel hafıza gerektiren röportaj, söyleşi, özel haber, araştırma haber gibi içerikler de yapay zekanın yeterli olmayacağı sonucuna ulaşmıştır (Narin, 2017). Ayrıca ele alınan çalışma kapsamında robot gazeteciliği kavramının analizi çıkarılarak; güçlü yönleri, zayıf yönleri, fırsatları ve tehditleri saptanmaya çalışılmıştır. Türkiye sınırları içerisinde alanında uzman kişilerin görüşlerine başvurularak robot gazeteciliği kavramının detaylandırıldığı bir diğer çalışmada altısı yerel gazetede çalışan gazeteciler olmak üzere toplam 9 kişi ile derinlemesine görüşmeler gerçekleştirilmiştir (Güz & Yeğen, 2018). Çalışmanın sonucunda ise Türkiye örnekleminde yer alan gazetecilerin, robot gazetecilik kavramı konusunda şüpheli oldukları dikkatleri çekmektedir. Ayrıca görüşlerine başvurulan gazetecilerin büyük bir çoğunluğu, insansı bir makine ile insanın kıyaslanamayacağı görüşünü savunmaktadır. Türkiye'de yapay zeka ve habercilik konulu bir diğer araştırmada ise robot gazeteciliğin basın dünyası ve toplum için neler getireceği, nasıl sonuçlar doğuracağı tespit

edilmeye çalışılmıştır (Umur, Ölçekçi & Koz, 2022). Araştırma kapsamında etik konuları tartışılmıştır. Ülkemiz genelinde ele alınan bir diğer çalışmada ise ChatGPT konulu haberler incelenmiştir (Karakoç Keskin, 2023). İçerik analiziyle ele alınan çalışma sonucunda ChatGPT ile ilgili Türkiye gündemine ilişkin saptamalar gerçekleştirilmiştir.

Yeni Medya Bağlamında Gazetecilik

İnsanlığın merak duygusu neticesinde gelişen haber alma ve haber üretme serüveni, tarih boyunca çeşitli yeniliklerle harmanlanarak dönemin teknolojik yeterliliği kapsamında gelişerek evrimleşmiştir. Bireyin merakını giderme arzusu sürekli olarak devam etmiş, teknolojiyle birlikte yeni iletişim alanları meydana gelmiş ve haberleşme kapsamında çeşitli değişiklikler yaşanmıştır (Uğurlu 2013: 3). Gazetecilik kavramı da teknolojinin insan yaşamına kazandırdığı değerli meslek grupları arasında yer almaktadır. Bu kapsamda bilginin aktarım sürecinde kitle iletişim araçları önemli bir rol üstlenmekte ve araç olarak televizyon, gazete, internet, sosyal medya gibi unsurlar tercih edilmektedir (Şahin & Bayrak, 2022: 169). İnsanların duygusal ya da konumsal yakınlık duyduğu kent veya bölgelerde meydana gelen olayları öğrenme isteği, dünyanın küreselleşmesiyle daha büyük çerçeveye yayılarak global anlamda merak duygusunu beslemiştir. Bu nedenle haber üretimi de dijitalleşme yolunda daha geniş bölgeye, daha fazla kişiye ulaşma amacı gütmeye başlamıştır. Mekansal olarak birbirinden uzak konumlarda bulunan insanları gazeteler yeni medya kanalıyla bir araya getirmektedir (Yengin, Bayrak & Harranoğlu, 2023: 75). Dijitalleşme her ne kadar haber üretim sıklığını, haber toplama alanını ve haberin alıcı sayısını arttırmış olsa da gazetecilik mesleğinde önem arz eden hız unsurunun da gelişmesine neden olmuştur. Haber tüketimi noktasında yeni bir bakış açısı getiren yeni medya uygulamaları, hem hız kavramını daha iyi yönetmekte hem de haber üretimini çeşitlendirmektedir. Bu bağlamda yeni medya kavramının gelişmeye başladığı andan itibaren haberciliğin de kendi perspektifinde farklı formlara büründüğü gözlemlenmektedir (Narin, 2017:25). Geleneksel medya ve yeni medya olarak ele alabileceğimiz konu başlıklarında; gelenekselin daha durağan, daha yavaş, daha eski olduğu; yeniliğin ise daha hareketli, daha ilginç, daha hızlı ve en önemlisi de daha güncel olduğu gözlemlenmektedir. Kağıda basılan haberlerin okuyucuya ulaşma sürecinde geçen zaman dilimi bilgilerin eskimesine yol açıyorken yeni medya olanakları, okuyucuya meydana gelen yeni gelişmeleri anında iletebilme gücünü taşımaktadır.

Fiziksel uzaklıkların aşıldığı, somut ürünlerin yerini sanala bıraktığı günümüz haberleşme standartlarında yeni medya yalnızca hızlı haber üretimini yaratmakla kalmamış, bireyi tüketici konumundan üretici konumuna da taşımıştır. Çakır'a göre haberin dijitalleşmesi, Okuyucuyu sürece dahil etmekte ve kişisel fikirlerini aktarabileceği bir ortam sunmaktadır (2007: 125). Yeni medya olanaklarının bir ürünü olarak ele alabileceğimiz sosyal medya uygulamaları, bireylerin bilgiyi takip etmesine olanak sağlarken, aynı kişilerin yorum yapabilmesine, bilgiyi paylaşabilmesine ve yeni içerik üretebilmesine de imkan sağlamıştır. Etkileşim kavramı yeni medya olanaklarıyla birlikte haberci ve okuyucu arasında geri bildirim sürecinin gerçekleşmesinde önemli bir rol oynamıştır (Geray, 2003; 17). Yeni medya olgusunun gazetecilik perspektifinde yeni ihtiyaçların karşılanması adına daha önce görülmemiş gazetecilik türlerini oluşturduğu görülmekte, veri gazeteciliği, yurttaş gazeteciliği, çevrim içi gazetecilik, drone gazeteciliği ve robot gazeteciliği bu konuya örnek olarak gösterilebilmektedir. Geleneksel medyanın aksine kişiyi haberin dışında bırakmayan yeni medya yapısı elbette meslek dışı habercilerin de oluşmasına neden olmuştur. Yeni medya bağlamında gazetecilik incelendiğinde, yurttaş habercilik kavramının geliştiği gözlemlenmekte ve bu tür gelişmelerin hem yerel basını hem de ulusal basını beslediği düşünülmektedir. Yurttaş

gazeteciliği, haber toplama mekanizması içerisinde basın mensubu olmayan kişilerin bireysel olarak elde ettiği içerikleri basına servis ederek sürece dahil olma durumu şeklinde tanımlanabilmektedir (Çetinkuş & Keleş, 2018: 200). Yeni medyanın basın sektörüne kazandırdığı yurttaş gazeteciliği, her ne kadar haber ağının genişlemesine olanak tanısa da mevcut personel sayılarında olumsuz etki oluşturmaktadır. Yeni teknolojiler haber çeşitliliğini arttırsa da şirketler kapsamında çalışan personel sayısında tersine etki yaratmakta ve her geçen gün sektör havuzu çalışanlar açısından daralmaktadır (Herman, Chomsky, 2012). Yeni medyanın haberciliğe kazandırdığı yurttaş gazetecilik, her bireyin yaşadığı bölgenin muhabiri olabilme yetisini sağlamış haber sürecinde aktif rol oynamasına olanak tanımış, haber üretiminde çeşitliliğin oluşmasına zemin hazırlamış ve yine hız kavramını bir adım öteye taşımıştır. Yurttaş gazeteciliğinin temel amacı ise yeni medya olanaklarının kullanılarak haber alıcısının sorunlarını, isteklerini ya da bölgesinde gerçekleşen önemli olayları gündeme taşıyarak kamuoyu oluşturmadır.

Yeni medya bağlamında oluşan bir diğer habercilik türü ise veri gazeteciliğidir. Veri gazeteciliği, haber toplama ve yazma sürecinde elde edilen verilerin çeşitli temizleme, analiz etme, yorumlama gibi aşamalarından geçerek bilgiyi görselleştirme durumu olarak tanımlanabilmektedir. 2014 yılında literatüre kazandırılan veri gazeteciliği (Dağ, 2017: 282), basın kurumları tarafından sıkça kullanılmakta, çevrim içi raporlama sistemlerinden yararlanılarak gerçekleştirilmektedir. Yeni medya teknolojilerinin meydana getirdiği bir diğer gazetecilik çalışması da insansız hava araçlarının veya drone uygulamalarının kullanılmasıyla elde edilen içeriklerin işlenerek haberleştirildiği, drone haberciliğidir. Drone haberciliğinin yeni medya ortamlarında gelişmesinin en temel nedeni ise geleneksel medyanın kamera, fotoğraf makinesi gibi araçlar doğrultundan elde ettiği görüntüleri, daha teknolojik bir şekilde her açıdan görüntüleyebilecek sistemlerin aktif olarak haber üretim süreçlerinde kullanılmasıdır (Kavaklı, 2018, 163). Haberciliğe hız kazandırması, daha net ve farklı açılardan görüntülerin elde edilmesi, maliyetinin çok daha az olması drone gazeteciliğini günümüzde popüler bir hale getirmiştir. Çevrim içi gazetecilik ise yeni medya uygulamaları kapsamında gelişen habercilik türleri arasında yer almaktadır. Kullanıcıya hem üretme hem de tüketme imkanı sunan sosyal ağlar yalnızca kişilerin değil kurumların da ilgisini çekmiş (Ilgın, Şahin & Çakar: 2023: 220), kurumların sosyal ağlarda yer alarak haber üretimine başlaması kaçınılmaz olmuştur. Çevrim içi gazetecilik, hem geleneksel medya kuruluşlarının ağ ortamlarında alıcısına haber servis etmesi hem de yalnızca internet ortamında yayın yapan basın kuruluşlarının dijital ortamdaki tüm faaliyetlerini kapsamaktadır. Çetinkuş ve Keleş'e göre çevrim içi gazetecilik, geleneksel medyanın yeniden üretilmesi olarak tanımlanmaktadır (2018: 201). Çevrim içi gazeteciliği geleneksel medyadan ayıran unsurlar arasında ise haber servisinde ağ ortamlarının kullanılması ve buna bağlı olarak etkileşim kavramının ön planda tutularak okuyucuya daha az detayın aktarılmasıdır. Okuyucunun her geçen gün habere duyduğu ilginin azalması, basın mensupları açısından haber tüketiminde devamlılığı olumsuz etkilemekte ve giderek okuyucunun ilgisi azalmaktadır (Gülleb, 2022: 209). Bu bağlamda yeni medyayla birlikte haber tüketim alışkanlıkları değişmeye başlamıştır. Özellikle genç neslin ağırlıklı olarak geleneksel medya araçlarından ziyade yeni medya olanaklarını tercih ettiği yapılan araştırmalar neticesinde tespit edilmiştir (Yengin & Çakar, 2023: 401). Bu doğrultuda kullanıcısı oldukça fazla olan yeni medya, oluşturduğu yeni gazetecilik türleriyle hem avantajları hem de dezavantajları beraberinde getirmektedir. Arşivleme konusunda kolaylık sağlanması, istenilen habere link yardımıyla kolayca erişilmesi, hareketli videolara ve daha detaylı görsellere yer verilmesi, habere hızlı ulaşılması, etkileşimli yapının kurulmasıyla okuyucunun sürece dahil edilmesi, daha az bütçe ile daha büyük kitlelere ulaşılması, içeriklerde kolayca güncelleme yapılabilmesi

yeni medyanın haberciliğe sağladığı en büyük avantajlar arasında yer almaktadır. Geleneksel medyaya göre yeni medyanın daha ekonomik olması da ağ ortamlarında gelişen gazeteciliğin daha popüler olmasının nedenleri arasında gösterilebilmektedir (Civeleker, 2017: 484). Yeni medya ortamlarında gazeteciliğe karşı gelişen dezavantajlı durumlar arasında ise; hız unsuru neticesinde etik ihlallerin yaşanması, bilginin doğruluğu teyit edilmeden dolaşıma sokulması, tıklanma uğruna alakasız başlıkların atılması, arama motoru optimizasyonu uygulamalarının gereğinden fazla kullanılması gösterilebilmektedir. Bunun yanı sıra yeni medyanın her bireye üretebilme imkanı sağlaması da basın mensupları açısından sektörde çalışan sayısını olumsuz etkileyebilmektedir.

Robot Gazetecilik Kapsamında Haberin Seri Üretim Ürününe Dönüşmesi

Habercilik tarihi incelendiğinde şüphesiz en radikal değişikliklerin 21. yüzyıl içerisinde gerçekleştiği görülmektedir. Yeni medya olgusuyla birlikte dijitalleşen habercilik anlayışı, yeni teknolojik gelişmelere göre şekillenmeye, güncellenmeye ve değişmeye devam etmektedir. Bu değişime kayıtsız kalamayan geleneksel kitle iletişim araçları teknolojik gelişmelerle birlikte yeni medya üzerinde dönüşüm geçirmektedir (Güz ve Yeğen, 2018: 331). Güncel bilgiler ışığında yapay zeka uygulamalarının pazarlama, bankacılık, finans, bilgi teknolojileri, sağlık, otomotiv, tarım ve bakım onarım gibi farklı sektörlerde kullanıldığı bilinmekte, habercilik perspektifinden de yapay zeka ekseninde yeni gelişmeler yaşandığı gözlemlenmektedir. Son yıllarda yeni medya kavramıyla dönüşmeye başlayan geleneksel gazeteciliğin farklı alanlara evrildiği söylenebilmektedir. Yapay zeka, her sektörün ürettiği teknolojik imkanlar neticesinde yeni gelişmelerin yaşanmasına olanak sağlamakta ve haberciliği de gelenekselden güncel forma aktarmaktadır. Bu nedenle hem mesleki endişeleri hem de teknolojik heyecanları doğuran robot gazeteciliğinin gelişimi pek çok kişi tarafından merak edilmektedir. Gazetecilik mesleğinde sahada haber toplayan muhabir sayılarının giderek azalması, masa başı haberciliğin artması ve bu doğrultuda basının yeni medya temelli bir sürece entegre olması dönüşümün bir göstergesidir. Tarihi çok da eski olmayan robot gazeteciliği, son yıllarda bilim ve medya dünyasının odağı haline gelmiştir. İletişim tarihi incelendiğinde "robot gazetecilik" kavramının 2002 senesinde Google Haberler tarafından kullanıldığı ve haber toplama amacıyla çeşitli internet sitelerinden haber bulduğu bilgisine ulaşılmaktadır (Işık, Ölçekci & Koz, 2022: 1251). Bilim kurgu senaryolarında robotların insan ırkı üzerinde hakimiyet kurma düşüncesi uzun yıllardır tartışılmakta ve gazetecilik mesleği kapsamında bu tür senaryoların bir kısmının gerçekleşmeye başladığı söylenebilmektedir (Narin, 2017: 82). Yakın gelecekte günümüz mesleklerinin çoğunda insan gücü yerine robot teknolojilerinin yer alabileceği ihtimali, basın dünyasında da çeşitli teorilerin oluşmasına neden olmuştur.

Robotik sistemlerin iletişim teknolojilerinde aktif olarak kullanılmaya başladığı ortamlarda, yapay muhabir, yapay sunucu ve yapay metinlerle karşılaşılmaktadır. Robot gazetecilik, hiçbir insan müdahalesi olmadan veri düzenleme, analiz etme ve görüntü toplama aşamalarının ardından insansı makinelerin yapay bir haber metni üretmesi olarak tanımlanabilmektedir (Carlson, 2015). Günümüzde oldukça popüler hale gelen robot gazeteciliği, yapay zeka sistemlerinin basın sektörüne entegre edilmesiyle oluşmuştur. Robot gazeteciliği kapsamında kullanılan sistemler, saniyeler içerisinde insansı makinelerin veri yığını içerisinden anlamlı haber metinleri oluşturabilmektedir (Latar, 2018: 29). Yapay zeka uygulamalarıyla geliştirilen bu yeni nesil gazetecilik türü yalnızca haber metni elde etmek için kullanılmamaktadır. Haber seçiminde, haber redaktesinde, haber kategorize etmede de yapay zeka sistemlerinden yararlanıldığı bilinmektedir. Bu doğrultuda en iyi örnek The Guardian gazetesi tarafından yapay zeka algoritmalarıyla seçilen haftalık en iyi haberlerin toplanarak The Long Good Read

isimli 24 sayfalık basılı yayını olarak gösterilebilmektedir (Ellis, 2013). Robot gazeteciliğin kilometre taşları 2002 yılından günümüze kadar atılmaya devam etmiştir. Yapay zekanın habercilikte kullanılmaya başlaması sürecinden önce yaşanan gelişmeler aşağıdaki tabloda yıl bazlı olarak gösterilmiştir.

Tablo 1. Robot gazeteciliği kapsamında yaşanan önemli gelişmeler

Yıl	Gelişmeler
2002	Google Haberler tarafından 'robot gazeteciliği' kavramının kullanılması
2006	Reuters'ın web sitesinde bulunan finans içeriklerini derlemek için algoritma sistemleri kullanacağını açıklaması
2010	Statsheet Şirketinin basketbol takımlarıyla ilgili haber metinlerini insan müdahalesi olmadan üretmesi
2013	Yapay zekanın derlediği haberlerin haftalık olarak The Long Good Read isimli yayının basılı olarak çıkartılması
2014	Los Angeles Times tarafından Los Angeles'da meydana gelen depremi 3 dakika içerisinde yapay zeka tarafından üretilen haber ile kamuoyuna duyurması
2015	Associated Press'in mali raporlarını yapay zekayla bildireceğini duyurması ve geleneksel yöntemle üretilen 300 adet haber sayısının yapay zekayla birlikte 4400 sayısına yükselmesi
2016	Çin'de üretilen insansı robot 'Jia Jia'nın canlı röportaj gerçekleştirmesi
2018	Çin'de üretilen dünyanın ilk yapay zeka spikerinin tanıtılması
2023	Hürriyet Gazetesi tarafından Türkiye'de ilk kez dijital haber sunucusu Alexa'nın tanıtılması

Kaynak: Yapay zeka ve habercilik konulu makalelerden derlenmiştir: (Narin, 2017: 85), (Güz & Yeğen, 2018: 332), (Fırat, 2018: 33), (Yeniceler, 2022: 706), (Işık, Ölçekçi & Koz, 2022: 1251), (Ay, 2022: 919-920).

Robot gazeteciliğinin gelişim sürecinde yaşanan yeniliklerin sıralandığı tablo incelendiğinde; 2002 yılında ilk kez kavramın kullanıldığı görülmektedir. 2006 yılında Reuters'ın finans içerikli haberleri derlemek için yapay zekadan yararlanacağını duyurması robot gazeteciliği açısından önemli mihenk taşları arasında yer almaktadır. 2010 yılında Statsheet Şirketinin insan müdahalesi olmadan yapay zeka odaklı haber üretimini gerçekleştirmesi oldukça önemlidir. Bu gelişmeleri 2013 yılında The Long Good Reed isimli basılı gazetede yer alan haberlerin yapay zeka tarafından seçilmesi takip etmiştir. 2014 yılında ise Los Angeles'ta meydana gelen 4,7 büyüklüğündeki depremin ardından 3 dakika gibi kısa bir süre içerisinden Los Angeles Times Gazetesinin yapay zeka sistemleriyle hazırladığı haberi kamuoyuna servis etmesi, robot gazeteciliği için milat kabul edilmektedir. Bu gelişmelerin ardından bir yıl sonra AP'in finansal raporlarını yapay zeka ile üreteceğini duyurması ve geleneksel biçimde üretilen 300 haberin yapay zeka kullanımıyla birlikte 4400 sayısına yükselmesi de alanda yaşanan önemli adımlardan biridir. 2016 yılında Çin'de üretilen insansı robot 'Jia Jia'nın canlı röportaj gerçekleştirmesi ve yine Çin'de 2018 yılında dünyanın ilk yapay zeka spikerinin tanıtılması da kritik başlıklar arasındadır. 2023 yılında Hürriyet Gazetesi tarafından Türkiye'de ilk kez dijital haber sunucusu Alexa'nın tanıtılması da ülkemiz için oldukça büyük bir önem arz etmektedir.

Tablo 2. İnsan ve yapay zekanın karşılaştırılması

İnsan Uzmanlığı	Yapay Uzmanlık
Çabuk etkilenebilir	Kalıcı
Aktarılması güç	Kolay aktarılabilir
Dokümantasyonu zor	Kolay belgelenebilir
Tahmini zor	Tutarlı

Pahalı	Satın alınabilir
Yeni fikirler üretebilir	Esinlenemez
Uyumludur	Uyum dışarıdan sağlanmalıdır
Hassas gözlem yapabilir	Sembolik verilerle çalışır
Geniş görüş açısına sahiptir	Dar açıdan bakış
Sosyal duyuma sahiptir	Teknik duyuma sahiptir

Kaynak: (Doğan, 2002: 63; akt. Fırat, 2018: 26)

İnsan ve yapay zekanın karşılaştırmalı olarak incelendiği tablodan hareketle yapay zekanın yalnızca insan yapımı araçların, insan zekasını taklit etme amacı taşıyan sistemler olduğu anlaşılmaktadır. Tablodan yola çıkarak robot gazeteciliği ve gazetecilik kavramları değerlendirilebilmektedir. Bu bağlamda robot gazetecilik sayısal verilere odaklanıyorken gazeteciliğin kültürel değerlere sahip çıktığı ve hassas gözlem yaparak kamuoyuna daha etkili içerikler sunduğu görülmektedir. Ayrıca gazetecilerin sosyal gücü de teknik karşısında daha anlamlı bir yapı oluşturmaktadır. *"Teknik; bir şey elde etmenin, üretmenin bilgisidir. Teknoloji ise bu bilginin toplumsallaşması, toplumsal yansımaları olması ve toplumsal anlam kazanması demektir. Teknolojik buluş, değişim geçiren üründe her zaman için belirgin bir ilerlemeye yol açar. Teknoloji alanındaki gelişmeler, maddi, toplumsal, kültürel ve manevi hayatlarımızın iyileşmesine doğrudan katkıda bulunurlar ve böylelikle uygarlığın bü- yümesine hız kazandırırlar"* (Yengin, 2022: 94). Her geçen gün iletişim teknolojilerinde yaşanan gelişmeler pek çok değişkeni beraberinde getirmektedir. Bahsi geçen değişkenler kimi zaman olumlu sonuçlar doğursa da kimi zaman tahmin edilemeyecek zorlukları meydana getirebilmektedir. Bu doğrultuda robot gazeteciliği de iyimser ve kötümser olarak ele alınmaktadır. Gazetecilerin işini kolaylaştırma açısından olumlu bir gelişme olarak ele alınsa da gazetecilik mesleğinde uyulması gereken etik unsurları çiğneyebilecek yapıdaki yapay zeka, aslında bir nevi robotun insan üzerinde hakim olma çabasını da göstermektedir.

Yapay Zekanın Sohbet Robotu ChatGPT

OpenAI tarafından üretilen ChatGPT, eğitilebilen bir dil modeli olarak karşımıza çıkmakta ve temel olarak metin üretimi amacıyla kullanılmaktadır. Yalnızca metin üretiminde kullanılmayan ChatGPT, aynı zamanda metin redaktesinde, metin birleştirmesinde, metin tamamlamasında, özetleme veya kısaltma işlemlerinde de sıkça başvurulan uygulamalar arasında yer almaktadır. Ayrıca ChatGPT, NLP ve NLU gibi kısımlarda da kullanılmaktadır. Yapay zeka teknolojilerinin kullanımıyla üretilen GPT modelleri, bireylerin ağ ortamında insanı bir makineye soru yöneltmesini ve karşılığında doğru cevaplar elde etmesine olanak tanımaktadır. ChatGPT'nin kullanıcılara sunduğu bilgileri; internet sayfaları, ilgili makaleleri, sosyal medya paylaşımlarını, blog içerikleri gibi ağ üzerinde üretilen her türlü paylaşımı tarayarak elde etmektedir (Sanmartin, 2023). Yeni bir oluşum olan ChatGPT tarafından üretilen metinler doğru bilgiden ziyade kullanıcının duymak istediğine yönelik içerikler hazırlamaktadır. Bu doğrultuda, ChatGPT'nin bilimsel bir kaynak niteliği taşımak yerine eğlence kavramına hitap ettiği söylenebilmektedir (Thorp, 2023: 313). İlk tanıtımının 2022 yılının Kasım ayında gerçekleştirildiği ChatGPT çok kısa bir sürede ve küresel anlamda yüksek kullanıcı sayısına erişmiştir. Bunun temel nedeni olarak metin üretebilen veya sohbet robotu olarak tanımlayabileceğimiz ChatGPT uygulamasının ücretsiz olmasıdır. Bu kapsamda ChatGPT tanıtımının üzerinden yalnızca 5 gün geçmesine rağmen 1 milyon kullanıcıya ulaşılmıştır.

Metin üretebilen, redakte edebilen, metin birleştirebilen ya da özetleyebilen sohbet robotu ChatGPT, robot gazetecilik kapsamında metin oluşturma aşamasında kullanılan uygulamalardan sadece bir tanesidir. ChatGPT uygulamasının küresel anlamda hızla kabul edilmesi, kısa sürede yüksek kullanıcı sayılarına ulaşmasının en temelinde ilginç oluşu ve erişilebilirlik imkanı yer almaktadır (Hartmann, Schwenzow, & Wıtte: 2023). 2022 yılının Kasım ayında kullanıcılara sunulan ChatGPT uygulaması üzerine yapılan çalışmalar oldukça sınırlıdır. Bu kapsamda yapılan çalışmaların ağırlıklı olarak eğitim temelli olduğu görülmektedir. Ayrıca ChatGPT kullanıcılarının profillerini tespit etme amacıyla yapılan bir çalışmada, ChatGPT konulu 10.732 tweet derinlemesine incelenmiş ve ilk kullananların büyük çoğunluğunun yazılım uzmanı/ yazılım ile ilgilenen kişiler, eğlence amaçlı siteyi deneyenler, yaratıcılık kavramını test etmek isteyenlerden oluştuğu tespit edilmiştir (Haque, Dharmadasa, Sworna, Rajapakse & Ahmad: 2022). ChatGPT yapısı gereği diyalog şeklinde çalışan bir yapıya sahiptir. Bu nedenle kullanıcının sohbeti başlatabilmesi adına, yapay zekaya bir soru yöneltmesi gerekmektedir. Yöneltilen sorunun içerinde yer alan bilgilerden yeni bir metin hazırlayarak kullanıcıya sunan ChatGPT ile ilgili, çığır açacağına dair görüşler bulunuyorken aynı zamanda metin üretiminde yalnızca tekrarlanan içeriklerin yer aldığını vurgulayanların sayısı da azımsanamayacak kadar azdır.

YAPAY ZEKA EKSENİNDE ROBOT GAZETECİLİĞİNİN İNCELENMESİ: CHATGPT ÖRNEĞİ

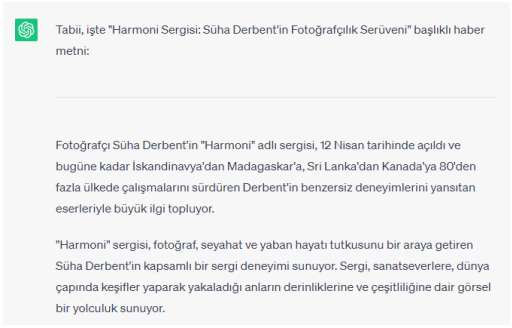
Yapay zeka ve insan tarafından üretilen haberlerin karşılaştırmalı incelenmesini amaçlayan çalışma kapsamında nitel araştırma yöntemlerinden içerik analizi benimsenmiştir. İçerik analizi *"elde edilen verilerin önce kavramsallaştırılması daha sonra ortaya çıkan kavramlara göre mantıklı bir biçimde düzenlenmesi ve buna göre veriye açıklayan temaların saptanması"* şeklinde tanımlanmaktadır (Yıldırım & Şimşek: 2008). Birbirinden bağımsız alanlarda üretilen haberler 8 farklı kategoriye ayrılmıştır. Bu kategoriler ise; ekonomi haberleri, politika haberleri, eğitim haberleri, seyahat haberleri, kültür sanat haberleri, sağlık haberleri, spor haberleri ve 3. sayfa haberleri şeklindedir. Belirtilen kategorilerin her biri için rastgele örneklem yöntemi ile seçilmiş 5 haber yapay zekaya yeniden yazdırılmıştır. Özellikle muhabirlerin kaleminden çıkan haberlerin yalnızca spot kısmı kullanılarak yapay zekadan alt metni oluşturması istenmiştir. Bu doğrultuda hazırlanan karşılaştırmalı inceleme çalışmasında 40 farklı haber incelenmiştir. Haber dili, anlatım şekli, yazım kuralları ve gerçeklik üzerinden her bir haber ayrı ayrı değerlendirilmiştir.

Çalışmada incelenecek 8 kategori; ekonomi, politika, eğitim, seyahat, kültür-sanat, sağlık, spor ve 3. sayfa haberleri şeklindedir. Bu doğrultuda seçilen 5 farklı haber ChatGPT üzerinden yeniden üretilerek karşılaştırmalı olarak incelenmiştir. Bu doğrultuda toplam 40 içerik, haberin unsurlarına göre analiz edilerek, yapay zekanın haber üretimindeki verimliliği saptanmaya çalışılmıştır. Kategoriler bazında örnek çalışma olarak haber metinleri verilmiştir.

Seyahat haberleri kategorisi: Seyahat haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, yapay zeka uygulamalarından ChatGPT tarafından yeniden üretilmiştir. Bu doğrultuda yapay zekanın ürettiği içerikler haberin unsurları doğrultusunda; doğruluk, ekililik, anlaşılırlık ve özgünlük ilkeleri üzerinden değerlendirilmiştir.

Görsel 1. Seyahat haberi

Görsel 2. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 1 alanında uzman gazeteciler tarafından üretilmiş bir haber metnidir. Görsel 2'de ise gerçek haberdeki bilgilerin verilmesi doğrultusunda ChatGPT tarafından üretilen içerik gösterilmektedir. Haberin unsurları doğrultusunda seyahat kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 3. ChatGPT'den üretilen içeriklerin gerçek seyahat haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

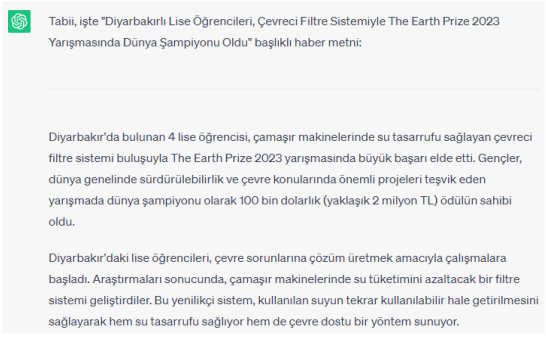
Seyahat Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-1	'Fotoğrafı, istediğim hayatı yaşamak için kullanmayı öğrendim'	✓		✓	✓
URL-2	Lavantalar arasında bir gün			✓	✓
URL-3	İstanbul'un tarihi apartmanları			✓	✓
URL-4	Ziyarete açık ünlü film setleri	✓	✓		✓
URL-5	Eğrigöl fotoğraf tutkunlarını ağırlıyor		✓	✓	✓

Çalışma kapsamında rastgele örneklem yöntemiyle belirlenen seyahat haberleri, yapay zekaya yeniden yazdırıldığında ve oluşturulan içerikler haberin ilkelerine göre incelendiğinde, yapay zeka ile üretilen tüm haberlerde dil, anlatım, imla kuralları gibi unsurlarda ağırlıklı olarak bir eksiklik yaşanmadığı tespit edilmiştir. İntihale bağlı içerikler araştırıldığında ise üretilen metinlerin özgün olduğu belirlenmiştir. Etkileyicilik açısından üretilen içeriklerin tam anlamıyla başarıya ulaşamadıkları ve aynı durumun doğruluk ilkesi kapsamında da yaşandığı gözlemlenmiştir.

Eğitim haberleri kategorisi: Eğitim haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 3. Eğitim haberi

Görsel 4. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 3 alanında uzman gazeteciler tarafından üretilmiş bir haber metnidir. Görsel 4 ise gerçek haberdeki bilgilerin verilmesi doğrultusunda ChatGPT tarafından üretilen içerik gösterilmektedir. Haberin unsurları doğrultusunda eğitim kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 4. ChatGPT'den üretilen içeriklerin gerçek eğitim haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

Eğitim Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-6	Diyarbakırlı kızlar dünya şampiyonu			✓	✓
URL-7	Tonguç Eğitim Uygulamaları Ödülü, Nihat Korkmaz İlkokulu'na verildi			✓	✓
URL-8	Köy okulundan bilişim merkezine	✓			✓
URL-9	Terleyen robot ile Türkiye finalinde	✓	✓	✓	✓
URL-10	Yapay Zeka Uzmanı Yetiştirme Programı'ndan 140 genç yararlanacak	✓		✓	✓

Çalışma kapsamında rastgele örneklem yöntemiyle belirlenen eğitim haberleri, yapay zeka ile yeniden üretildiğinde intihal açısından bir sorun oluşmadığı tespit edilmiştir. Aynı zamanda anlatım bozukluğu, anlaşılırlık ve akıcılık gibi unsurlarda da önemli bir başarı sağladığı saptanmıştır. Fakat demeç kullanımının olmaması, açıklanan bilgilerin üretilen içeriklerde yer almaması içeriğin etkililik unsurunu olumsuz etkilemektedir. Bununla birlikte üretilen haberlerin bazılarında bilgi eksikliği yaşansa da eğitim kategorisi kapsamında doğruluğun daha baskın olduğu gözlemlenmektedir.

Kültür-Sanat haberleri kategorisi: Kültür- sanat haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 5. Kültür-Sanat haberi

Görsel 6. ChatGPT tarafından üretilen metin

Atatürk Kültür Merkezi, 8 Mart Dünya Kadınlar Günü'nü anlamlı bir etkinlikle kutluyor. "8. Renk Kadın ve İz" adlı özel sergi, 18 değerli kadın sanatçının eserlerini bir araya getiriyor. Sergi, resim, heykel, seramik, fotoğraf, tekstil dokuma, kolaj, minyatür ve yerleştirme gibi 8 farklı sanat disiplininden eserleri sanatseverlerle buluşturuyor.

Bu etkileyici sergi, kadın sanatçıların yaratıcılığını ve sanatsal ifadelerini ön plana çıkarıyor. Her biri kendi alanında başarılı ve yetenekli olan 18 kadın sanatçı, eserleriyle farklı bir renk katıyor. Sergide yer alan eserler, çeşitlilik, özgünlük ve kadınların gücünü yansıtan bir perspektif sunuyor.

Yukarıda gösterildiği gibi, Görsel 5 alanında uzman gazeteciler tarafından üretilmiş bir haber metnidir. Görsel 6 ise gerçek haberdeki bilgilerin verilmesi doğrultusunda ChatGPT tarafından üretilen içerik gösterilmektedir. Haberin unsurları doğrultusunda kültür-sanat kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 5. ChatGPT'den üretilen içeriklerin gerçek kültür-sanat haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

Kültür- Sanat Haberleri

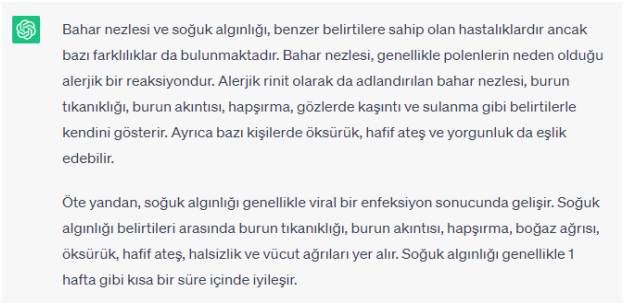
Kaynak	İncelenen Haber Başlığı	Doğruluk	Etkililik	Anlaşılırlık	Özgünlük
URL-11	AKM'de Ücretsiz '8. Renk Kadın ve İz' sergisi		✓		✓
URL-12	Haftanın Kitapları	✓		✓	✓
URL-13	Sanatçı Nuri Sesigüzel hayatını kaybetti	✓			✓
URL-14	Yüzlerce yıllık kitapların şifahanesi	✓		✓	✓
URL-15	Atatürk Kültür Merkezi'nde bu hafta (15-21 Mayıs) hangi etkinlikler var				

Çalışma kapsamında belirlenen kültür sanat haberlerinde özgünlük açısından bir sorun ile karşılaşılmasa da son habere ilişkin bir veri üretimi gerçekleştirememiştir. Bu doğrultuda derleme haberlerde yapay zekanın eksikliği tespit edilmiştir. Kültür sanat haberlerinde anlaşılırlık unsuru yeterli olmasa da haberlerin çoğunluğunda doğruluk ilkesinin tutarlılığı tespit edilmiştir. Ayrıca kültür sanat haber üretiminde yapay zeka etkili anlatım doğrultusunda başarısız olduğu söylenebilmektedir.

Sağlık haberleri kategorisi: Sağlık haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 7. Sağlık haberi

Görsel 8. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 7 alanında uzman gazeteciler tarafından üretilmiş bir haber metni, Görsel 8 ise gerçek haberdeki bilgiler doğrultusunda ChatGPT tarafından üretilen içeriktir. Haberin unsurları doğrultusunda sağlık kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 6. ChatGPT'den üretilen içeriklerin gerçek sağlık haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

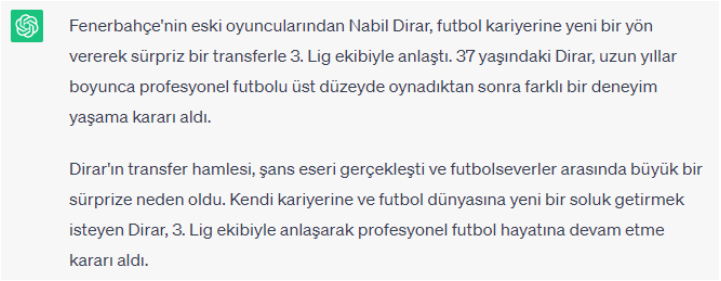
Sağlık Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-16	Bahar nezlesi mi soğuk algınlığı mı?	✓		✓	✓
URL-17	Türk bilim insanları, Covid-19 ve olası salgınların büyüklüğünü ölçen yöntemle dünya literatüründe				✓
URL-18	SMA taraması nedir?	✓	✓	✓	✓
URL-19	Mentolün Alzheimer hastalarına faydaları keşfedildi	✓		✓	✓
URL-20	Bilim insanlarının "mutlaka için" dediği altın çay!	✓			✓

Çalışma belirlenen sağlık haberlerinde özgünlük açısından bir problem ile karşılaşılmamıştır. Fakat, yer konum, tarih gibi önemli bilgilerin üretilen içerikte yer almadığı gözlemlenmiştir. Bu doğrultuda içeriklerin büyük çoğunluğunda etkililik kavramı başarısız olarak saptanmıştır. Bunun haricinde içeriklerin büyük çoğunluğunda doğru bilgiler verildiği gözlemlenmiş fakat bilir kişi demeçlerine yer verilmediğinden yetersiz bulunmuştur. Sağlık haberlerinde anlaşılırlık unsuru yeterli olarak değerlendirilebilmektedir.

Spor haberleri kategorisi: Spor haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 9. Spor haberi

Görsel 10. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 9 alanında uzman gazeteciler tarafından üretilmiş bir haber metni, Görsel 10 ise ChatGPT tarafından üretilen içerik metnidir. Haberin unsurları doğrultusunda spor kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 7. ChatGPT'den üretilen içeriklerin gerçek spor haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

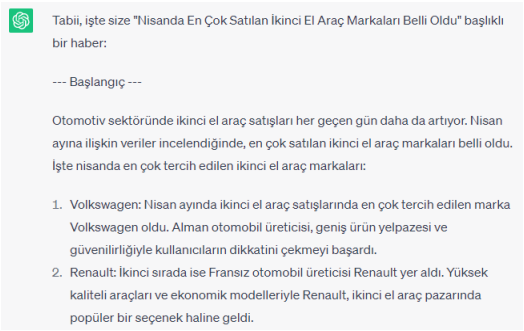
Spor Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-21	Fenerbahçe'nin eski yıldızı Dirar'dan şok karar!	✓		✓	✓
URL-22	Samet Akaydın'dan, 'Trezeguet'ye tükürdü' iddiasına yanıt			✓	✓
URL-23	Andrea Pirlo'dan Arda Güler yorumu!			✓	✓
URL-24	Cenk Tosun 3 yıl daha Beşiktaş'ta				
URL-25	Juventus'ta ayrılık listesi!				✓

Çalışma belirlenen spor haberlerinde özgünlük açısından bir problem ile karşılaşılmamıştır. Ancak güncel bilgilerden ziyade çoğu haber metninde 2021 yılından önce kaydedilen verilere yönelik içerik ürettiği buna bağlı olarak doğruluk ilkesini yerine getiremediği saptanmıştır. Ayrıca detay bilgilerin yer almaması, kaynak belirtilmesi, açıklama yapılan içeriklerde demeçlere yer verilmemesi etkililik ilkesi açısından eksiklik yaratmaktadır. Cenk Tosun ve Beşiktaş'ın 3 yıllık anlaşmaya varması üzerine yapay zeka içerik üretememiştir. Üretilen içeriklerin çoğunluğunda akıcı bir anlatım olduğundan anlaşılırlık ilkesi kısmen de olsa uygulanmıştır. Ayrıca yapay zeka tarafından üretilen spor içeriklerinde yaş, konum, isim ve açıklamalarda yanlış bilgiler kullanıldığı saptanmıştır.

Ekonomi haberleri kategorisi: Ekonomi haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 11. Ekonomi haberi

Görsel 12. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 11 alanında uzman gazeteciler tarafından üretilmiş bir haber metni, Görsel 12 ise ChatGPT tarafından üretilen içerik metnidir. Haberin unsurları doğrultusunda spor kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 8. ChatGPT'den üretilen içeriklerin gerçek ekonomi haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

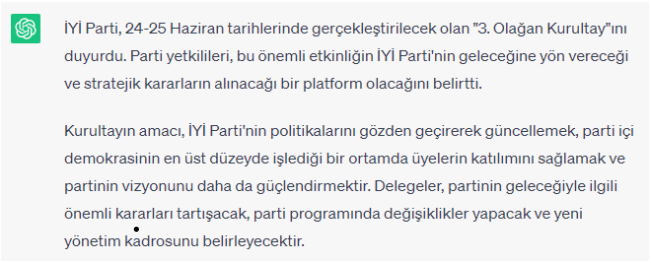
Ekonomi Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-26	Ekonomide bu hafta nasıl geçti?				
URL-27	Merkez Bankası'ndan kredi kartıyla avans çekiminde 15 bin TL sınırı	✓		✓	✓
URL-28	İkinci el araçlarda nisanda en çok satılan markalar belli oldu	✓		✓	✓
URL-29	Okul öncesi eğitim ücretleri kaldırıldı	✓	✓	✓	✓
URL-30	Polonya'dan ilginç enflasyon çıkışı	✓		✓	✓

Çalışma belirlenen ekonomi haberlerinde özgünlük açısından bir problem ile karşılaşılmamıştır. Güncel bilgiler doğrultusunda içerik üretimi sağlayamayan yapay zekanın ilk haber için metin hazırlayamadığı tespit edilmiştir. Ayrıca ekonomi haberlerinde oldukça önemli olan sayısal verilerin kullanılması yerine daha düz metin üretimi gerçekleştirilmiştir. Bu da içeriğin etkisini olumsuz etkilemiştir. Üretilen metinler standart ekonomi haberine oranla daha anlaşılır bir şekilde ele alınmıştır. Ancak bazı içeriklerde güncel bilgilerden ziyade çoğu haber metninde 2021 yılından önce kaydedilen verilere yönelik içerik ürettiği ve buna bağlı olarak doğruluk ilkesini yerine getiremediği saptanmıştır. Bunların yanı sıra ekonomi içeriklerinde haber formatından ziyade daha farklı stiller kullanıldığı da tespit edilmiştir.

Politika haberleri kategorisi: Politika haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 13. Politika haberi

Görsel 14. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 13 alanında uzman gazeteciler tarafından üretilmiş bir haber metni, Görsel 14 ise ChatGPT tarafından üretilen içerik metnidir. Haberin unsurları doğrultusunda spor kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 9. ChatGPT'den üretilen içeriklerin gerçek politika haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

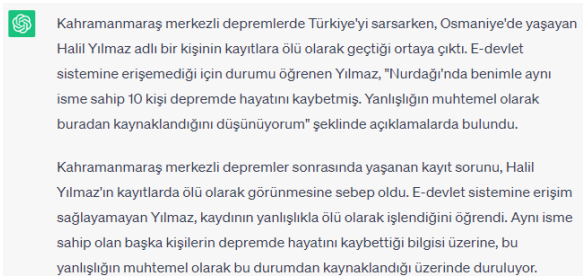
Politika Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-31	İYİ Parti'de 'kurultay' kararı		✓	✓	✓
URL-32	Kılıçdaroğlu: Vatanını seven sandığa gelsin			✓	✓
URL-33	AK Parti'den sandıklara gönüllü olun çağrısı	✓		✓	✓
URL-34	Numan Kurtulmuş ve Ümit Özdağ'dan açıklama				
URL-35	TBMM Başkanı Şentop, Tekirdağ'da depremzedeleri ziyaret etti			✓	✓

Çalışma kapsamında incelenen politika haberlerinde özgünlük açısından bir problem ile karşılaşılmamıştır. Güncel bilgiler doğrultusunda içerik üretimi sağlayamayan yapay zekanın dördüncü haber için metin hazırlayamadığı tespit edilmiştir. Ayrıca politika haberlerinde oldukça önemli olan tarih, yer ve siyasal aktörlerin isimlerinin kullanılması yerine daha basit ve genelleyici kelimeler seçildiği gözlemlenmiştir. Bu bağlamda genelleyici ifadeler, içeriğin etkisini olumsuz etkilemiştir. Üretilen metinler anlaşılır bir şekilde ele alınmıştır. Ancak bazı içeriklerde yapay zekanın tam anlamıyla olay örgüsüne hakim olamadığı tespit edilmiş ve buna bağlı olarak doğruluk ilkesini yerine getiremediği saptanmıştır.

3. Sayfa haberleri kategorisi: 3. Sayfa haberi olarak alanında uzman gazeteciler tarafından üretilen 5 farklı haber, ChatGPT tarafından yeniden üretilmiştir.

Görsel 15. 3. Sayfa haberi

Görsel 16. ChatGPT tarafından üretilen metin



Yukarıda gösterildiği gibi, Görsel 15 alanında uzman gazeteciler tarafından üretilmiş bir haber metni, Görsel 16 ise ChatGPT tarafından üretilen içerik metnidir. Haberin unsurları doğrultusunda spor kategorisinde incelenen 5 farklı haber, aşağıdaki tablo üzerinde değerlendirilmiştir.

Tablo 10. ChatGPT'den üretilen içeriklerin gerçek 3. sayfa haberleri ile uyumluluğunun haberin unsurlarına göre analiz edilmesi

3. Sayfa Haberleri					
Kaynak	**İncelenen Haber Başlığı**	**Doğruluk**	**Etkililik**	**Anlaşılırlık**	**Özgünlük**
URL-36	Depremde kayıtlara ölü olarak geçti, yaşadığını ispatlamaya çalışıyor	✓	✓	✓	✓
URL-37	Van'da çobanların üzerine yıldırım düştü	✓		✓	✓
URL-38	Sinop'ta 2 katlı ahşap ev yandı		✓	✓	✓
URL-39	İstanbul'da depremzede olarak yardım isteyen kişinin dolandırıcı olduğu belirlendi	✓		✓	✓
URL-40	Konya'da feci kaza! Kamyonetle minibüs çarpıştı: 2 ölü, 3 yaralı	✓		✓	✓

Çalışma kapsamında incelenen 3. sayfa haberlerinde özgünlük açısından bir problem ile karşılaşılmamıştır. Diğer kategorilere oranla yapay zekanın daha uygun bir şekilde içerik üretimi yaptığı tespit edilmiştir. Bu bağlamda üretilen içeriklerin büyük çoğunluğunda doğruluk ilkesi karşılanmış, anlaşılırlık ilkesi de başarıyla yerine getirilmiştir. Olay örgüsüne hakimiyetin az olduğu içeriklerde ise etkililik kavramının geri planda kaldığı gözlemlenmiştir.

SONUÇ

Yapay zeka, son yıllarda pek çok sektörde olduğu gibi medya ve basın alanında da önemli bir rol oynamaya başlamıştır. Yeni nesil habercilik türlerinin oluşmasında etkili olan yeni medya ve yapay zeka, daha önce ihtiyaç duyulmamış birçok gereksinimi doğurmuştur. Hız kavramından uzak tutamayacağımız robot gazetecilik kavramı da yeni gereksinimlerden sadece bir tanesidir. Robot gazetecilik kısaca, yapay zeka algoritmalarının haber üretiminde kullanılması anlamı taşımaktadır. İsminden ve uygulama biçiminden hem endişeleri hem de ümitleri beraberinde getiren robot gazetecilik pek çok kişinin merak ettiği konular arasında yer almaktadır. Literatüre yeni bir bakış açısı kazandırma sebebiyle üretilen bu çalışma, iletişim teknolojilerinin gelişimi ve yapay zekanın haber üretimindeki yeterliliğinin tespit edilmesi amacı taşımaktadır. Çalışma kapsamında, ChatGPT gibi bir yapay zeka uygulamasının metin üretimi alanında kullanılması ve insan üretimi haberlerle karşılaştırılması amaçlanmıştır. Bu bağlamda çalışmada 8 farklı haber kategorisi belirlenmiş ve her kategoriye ait 5 haber örneği kullanılarak karşılaştırma yapılmıştır.

Çalışma kapsamında belirlenen haber kategorileri; ekonomi, politika, eğitim, seyahat, kültür sanat, sağlık, spor ve 3. sayfa haberleri şeklindedir. Her bir kategoride rastgele örneklem yöntemiyle seçilmiş 5 haber, yapay zekadan yeniden üretilmiş ve haberin unsurlarına göre analiz edilmiştir. Bu kapsamda kategoriler arası farklı eksiklikler, değişik uyumlar tespit edilmiştir. Seyahat haberleri kategorisi incelendiğinde, haberin unsurlarına uyumlu bir şekilde içerik üretilebildiği tespit edilmiştir. Bunun yanı sıra özgünlük konusunda da intihale dayalı hiçbir sorun ile karşılaşılmamıştır. Fakat akıcı olması beklenen, okuyucuyu haberin içerisinde

hissettirmesi istenen seyahat haberleri için yapay zeka tarafından üretilen metinlerde etkileyiciliğin fazla başarılı olmadığı saptanmıştır. Bununla beraber, okuyucuyu sıkabilecek tekrarlanan ifadelere sıkça başvurulduğu saptanmış, konum, tarih, yer gibi bilgilerin eksikliği tespit edilmiştir. Ayrıca, seyahat haberleri kategorisi kapsamında, derleme haberler üretilemediği, tur, konaklama, fiyat bilgisi gibi içerikleri oluşturamadığı tespit edilmiştir. Bu bağlamda seyahat haberleri için robot gazetecilik taslak oluşturma ve hızlı çalışma için kullanılabileceği düşünülmektedir. Spor haberleri kategorisi ele alındığında karşılaştırmalı olarak incelenen yapay zeka üretimi içerikler ile ilgili başarı sağlanamadığı görülmektedir. ChatGPT, bir haberi hiç üretememiş, diğerlerinde ise yüksek bir oranla doğruluk ilkesine uyulmadığı gözlemlenmiştir. Güncel bilgilerden ziyade 2021 yılı ve öncesine ilişkin bilgiler doğrultusunda içerik tasarladığı gözlemlenmiştir. İntihal açısından bir problem yaşanmamış, fakat haberin özneleri ile ilgili yaş bilgisi yanlış verilmiş, demeçler kullanılmamış ve eksik bilgilerin yer aldığı gözlemlenmiştir. Ayrıca üretilen içeriklerde bahsi geçen açıklamalarda da bilgi eksikliği tespit edilmiştir. Heyecanlı bir anlatım sunması beklenen spor haberleri kapsamında yapay zeka tarafından üretilen içeriklerde etki ve anlatımda eksiklikler tespit edilmiştir. Bu bağlamda spor haberleri için yapay zekanın yalnızca taslak üretimi ya da önceki yaşanan spor faaliyetlerini kısaca özetlemek için kullanılabileceği düşünülmektedir. Sağlık haberlerinde ise özgünlük açısından bir problem ile karşılaşılmamıştır. Fakat, yer konum, tarih gibi önemli bilgilerin üretilen içerikte yer almadığı gözlemlenmiş, bilir kişi görüşlerinin yer alması gereken içeriklerde daha basit bir üretim anlayışı benimsenmiştir. Ayrıca bilginin kaynağı noktasında eksiklik olduğu da tespit edilmiştir. Bu doğrultuda içeriklerin büyük çoğunluğunda etkililik kavramı başarısız olarak saptanmıştır. İçeriklerin büyük çoğunluğunda doğru bilgiler verildiği gözlemlenmiş fakat bilir kişi söylemlerine yer verilmediğinden yetersiz bulunmuştur. Sağlık haberlerinde anlaşılırlık unsuru yeterli olarak değerlendirilebilmektedir. Sağlık haberleri kapsamında robot gazeteciliğin arama motoru optimizasyonu çalışmalarında rahatça kullanılabileceği düşünülmektedir. Eğitim haberleri kategorisi incelendiğinde intihal açısından bir sorun oluşmadığı tespit edilmiştir. Aynı zamanda anlatım bozukluğu, anlaşılırlık ve akıcılık gibi unsurlarda da önemli bir başarı sağladığı saptanmıştır. Fakat demeç kullanımının olmaması, açıklanan bilgilerin üretilen içeriklerde yer almaması içeriğin etkililik unsurunu olumsuz etkilemektedir. Bununla birlikte üretilen haberlerin bazılarında bilgi eksikliği yaşansa da eğitim kategorisi kapsamında doğruluğun daha baskın olduğu gözlemlenmektedir. Kültür- sanat haberleri incelendiğinde özgünlük açısından bir sorun ile karşılaşılmasa da bir habere ilişkin veri üretimi gerçekleştirememiştir. Bu doğrultuda derleme haberlerde yapay zekanın eksikliği tespit edilmiştir. Kültür sanat haberlerinde anlaşılırlık unsuru yeterli olmasa da haberlerin çoğunluğunda doğruluk ilkesinin tutarlılığı tespit edilmiştir. Ayrıca kültür sanat haber üretiminde yapay zeka etkili anlatım doğrultusunda başarısız olduğu söylenebilmektedir. Ekonomi haberlerinde ise sayısal verilerin kullanılması gerekmektedir. Yapay zeka tarafından üretilen içeriklerde daha düz metin üretimi gerçekleştirilmiştir. Bu da içeriğin etkisini olumsuz etkilemektedir. Üretilen metinler standart ekonomi haberine oranla daha anlaşılır bir şekilde ele alınmıştır. Ancak bazı içeriklerde güncel bilgilerden ziyade çoğu haber metninde 2021 yılından önce kaydedilen verilere yönelik içerik ürettiği ve buna bağlı olarak doğruluk ilkesini yerine getiremediği saptanmıştır. Bunların yanı sıra ekonomi içeriklerinde haber formatından ziyade daha farklı stiller kullanıldığı da tespit edilmiştir. Robot gazeteciliğin ekonomi alanı için veri analiz etme işlemlerinde kullanılabileceği düşünülmektedir. Politika haberleri kategorisi kapsamında yapay zekanın başarılı olduğunu söylemek mümkün değildir. Güncel olmayan bilgilerin verildiği, tarih, yer ve siyasal aktörlerin isimlerinin kullanılması yerine daha basit ve genelleyici kelimeler seçildiği gözlemlenmiştir. Bu bağlamda genelleyici ifadeler, içeriğin etkisini olumsuz etkilemiştir. 3. Sayfa haberleri

incelendiğindeyse diğer kategorilere oranla yapay zekanın daha uygun bir şekilde içerik üretimi yaptığı tespit edilmiştir. Bu bağlamda üretilen içeriklerin büyük çoğunluğunda doğruluk ilkesi karşılanmış, anlaşılırlık ilkesi de başarıyla yerine getirilmiştir. Olay örgüsüne hakimiyetin az olduğu içeriklerde ise etkililik kavramının geri planda kaldığı gözlemlenmiştir.

Elde edilen bulgular neticesinde, basit metinlerde yapay zekanın ürettiği haberlerin insan üretimi haberlerle benzerlik gösterdiği görülmüştür. Ancak sayısal verilerin, detaylı bilgilerin yer aldığı haberlerde yapay zeka algoritmasının sadece taslak düzeyinde içerik üretebildiği saptanmıştır. Bu bağlamda, yapay zeka uygulamalarının haber üretiminde belirli sınırlamaları olduğunu söylemek mümkündür. Ayrıca yapay zeka günümüz dünyasında insan gazetecilerin yerini tamamen alabilecek bir seviyede olmadığı ve daha karmaşık veya detaylı haberlerin üretiminde insan faktörünün öneminin devam ettiği bilinmektedir. Bu çalışma, yapay zeka tabanlı haber üretiminin sınırlamalarını ortaya koyma bakımından önem taşımaktadır. Gelecekte, yapay zeka teknolojilerinin daha da gelişmesiyle birlikte haber üretimindeki rollerinin nasıl evrileceği ve insan gazetecilerle nasıl etkileşim içinde olacakları daha fazla araştırılmalıdır. Robot gazetecilik, tartışmalara yol açan bazı endişeleri de beraberinde getirmekte, haberlerin tarafsızlığı ve etik sorunları gibi konular üzerinde şüphe duygusunu tetiklemektedir. Yapay zeka algoritmalarının bilinçli bir şekilde tasarlanması ve insan gözetimi altında kullanılması, bu endişelerin giderilebileceğini düşündürmektedir. Robot gazetecilik, özellikle veri odaklı ve rutin haberlerin hızlı bir şekilde yayınlanması için tercih edilebilmektedir. Ayrıca kolayca haber taslağı oluşturabilmek için de kullanılabilecek en hızlı yöntemler arasındadır. Yapay zeka tabanlı robot gazeteciliğin haber yazma sürecini hızlandırabileceği ve gazetecilerin daha karmaşık görevlere odaklanmasına olanak sağlayacağı düşünülmektedir. Bununla birlikte, gazetecilikte önemli olan duygusal anlayış, analitik düşünme ve araştırma becerileri gibi unsurlar robot gazetecilikte eksik kalmakta bu nedenle insansız bir medya alanı düşünülememektedir. Sonuç olarak, yapay zeka ekseninde robot gazetecilik, haber üretim sürecinde hız ve verimlilik sağlayabilmektedir. Ancak insan gazetecilerin duygusal zeka ve yaratıcılık gibi önemli özelliklerini tamamen yerine koyması oldukça zor görünmektedir. Dolayısıyla, gelecekte yapay zeka ve insan gazetecilerin işbirliğiyle daha etkili haber hizmetleri sunulması beklenmektedir.

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Afetlerde Koordinasyon ve Kriz İletişiminin Rolü:6 Şubat Kahramanmaraş Depremleri Örneği

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ÖZET

Krizler hem örgütlerin hem de toplumların karşılaşabileceği acil ve doğru müdahaleyi gerektiren durumlardır. Ekonomik ve sosyal olaylar, terör ve içsel çatışmalar, salgın hastalıklar, deprem vb. doğal afetler gibi farklı ve beklenmedik durumlar olarak ortaya çıkan krizler; eğer acil müdahale edilerek etkin bir şekilde yönetilemezler ise olumsuz sonuçlar doğururlar.

Pek çok olumsuzlukla birlikte bilgi bakımından da belirsizliğin, spekülasyonların ve söylentilerin yayıldığı kriz ortamlarında doğru ve gerçek anlamda enformasyona çok fazla ihtiyaç duyulur. Kriz iletişimi ile yaşanmakta olan kriz hakkında gerçek bilgilerin toplanıp paylaşılması, alınan önlemlerin doğru bir şekilde algılanması için enformasyon çalışmaları yürütülür.

6 Şubat'ta Türkiye'de Kahramanmaraş'ta meydana gelen ve 11 ili kapsayan geniş etki alanı ve sonuçları itibariyle de yüzyılın en büyük felaketi sayılan iki depremin acil müdahale süreçlerinde koordinasyon ve iletişim ile ilgili çok sayıda sorun yaşanılmıştır. Bu sorunların çoğu afete müdahale etmekle sorumlu kuruluşlara ilişkindir. Söz konusu koordinasyon sorunlarının çözümü bağlamında iletişim ile ilgili etkili bir sistemin yapılandırılması ve krizlerle ilgili çok daha kapsamlı ve planlı hazırlıkların yapılması gereği bu depremlerle bir kez daha ortaya çıkmıştır.

Anahtar Kelimeler: Kriz, Kriz İletişimi, Koordinasyon, Kahramanmaraş Depremleri

The Role of Coordination And Crisis Communication In Disasters: The Case of 6 February Kahramanmaraş Earthquakes

ABSTRACT

Crises are situations that both organizations and societies may face and require urgent and right intervention. Crises, which emerge as different and unexpected situations such as economic and social protests, terrorism and internal conflicts, epidemics, natural disasters (e.g., earthquakes), have negative consequences when they are not managed effectively through emergency response.

Accurate and truthful information is much needed in crisis environments, where uncertainty, speculation, and rumors spread, along with many other negative aspects. With crisis communication, information activities are carried out to collect and share truthful information about the ongoing crisis and to ensure that the measures taken are perceived correctly.

Many coordination and communication problems were encountered in the emergency response processes of the two earthquakes striking Turkey's Kahramanmaraş province on February 6, 2023 and considered as the biggest disaster of the century in terms of their wide impact area and consequences covering 11 provinces in total. Most of these problems are related to the organizations responsible for disaster response. In the context of solving such coordination problems, the earthquakes once again highlighted the need for an effective communication system and much more comprehensive and planned preparations for crises.

Keywords: Crisis, Crisis Communication, Coordination, Kahramanmaraş Earthquakes

GİRİŞ

Afetler çoğunlukla insanların kontrolü dışında gerçekleşen ve gerekli önlemler alınmadığında karmaşa ve olumsuzluklar yaratan, özellikle nüfusun yoğun olduğu ve kapsadığı alanın daha büyük olduğu durumlarda çok fazla can ve mal kaybına yol açan doğal olaylardır. Yaşanan olumsuzluklar ve oluşan kaotik durum nedeniyle afet dönemleri aynı zamanda koordinasyonun ve kriz iletişimi kavramlarının ön plana çıktığı bir kriz türü olarak ta ilgili yazında yer alır.

Literatürde kriz kavramının; "beklenmeyen ve önceden sezilemeyen, acele cevap verilmesi gereken, örgütlerin önleme ve uyum mekanizmalarını etkisiz hale getirerek, mevcut değerlerini, amaçlarını ve işleyiş düzenini tehdit eden gerilim durumu"(Dinçer,1992,s.314), tehdit edici koşula müdahale edebilmede yetersiz durumda kalma(Chiıstıne ve Pearson,1993,s.225), "örgütü ve yöneticileri sıkıntıya sokan, doğru, tam ve güncel bilginin toplanamaması, sağlıklı iletişim kurulamaması, haberleşme engellerinin giderilememesi, nihayet yönetsel ve örgütsel faaliyetlerin, gereğince yerine getirilememesi"(Tutar,2000,s.17). şeklinde pek çok tanımı bulunmaktadır. "ABD'deki Kriz Yönetimi Enstitüsü krizleri:

1. Doğal afetler
2. Mekanik problemler
3. İnsan hataları
4. Yönetimsel kararlar/kararsızlıklar olarak dört bölüm altında (Ülger, 2003.s.283) incelemiştir.

Diğer yandan kriz kavramı yerine afet kavramı yakın geçmişe kadar ülkemizde kullanılan bir terim olmuştur. Bu durumun kriz kavramı içerisinde insanların hatalarıyla oluşan ekonomik, sosyal ve teknolojik nedenlerin yanı sıra daha çok sel, deprem, yangın gibi insanların öngöremediği ve dolayısıyla önleyemediği doğal afetlerin sonucunda meydana gelen olumsuzluk ve gerilim yaratan olayların ağırlıklı olmasından kaynaklandığı söylenebilir. Kaldı ki afet kelimesinin tanımı da kavramın kriz ile yakından ilişkili bir içeriğe sahiptir. Afet; halkın bir kısmını ya da tamamını etkileyecek ekonomik, sosyal ve fiziki olarak altyapıların, çevrenin üzerinde yıkım derecesinde pek çok kayıplara yol açan, gündelik yaşamı sekteye uğratan, insanların mücadele etme gücünün yetersiz kaldığı doğa, teknoloji ya da insan kökenli olaylardır. Normalde birer "doğa olayı" olan deprem, sel, yangın gibi olaylar insanların, toplumların bulunduğu yerlerde meydana geldiklerinde yıkım gibi olumsuz sonuçlar doğurdukları için "afet" olarak nitelendirebilecek hale gelmektedir. Farklı kriz türleri arasında "afetler" her ne kadar doğal faktörlerden kaynaklandıkları için önlenmeleri imkansız olsa bile potansiyel anlamda afetlere ilişkin tedbirlerin alınması ve gerekli hazırlıkların önceden yapılması günümüz imkanlarıyla pekala mümkündür ve gereklidir.

İlgili yazında her ne kadar adına ister kriz denilsin ister afet denilsin söz konusu olayların önceden öngörülemeyeceği ve beklenmedikleri yer alsa bile örgütsel yönetimlerde krizler için önceden yapılması ilişkin hazırlıkları içeren planların oluşturulmasının gerekliliği, ülkemizde ve dünya genelinde yaşanılan krizlerde pek çok kez ortaya çıkmıştır. Hatta yaşanılan geçmiş krizler ile tecrübe edinilen bir başka tespit de kriz için sadece bir plan yapmanın yeterli olamayabileceğidir, ki krizin farklı versiyonları söz konusu olduğunda devreye sokulabilecek birden fazla planın da hazır olması olası belirsizlikleri ve karmaşayı önlemek bakımından işe yarayacak bir işlev görecektir.

Bu bağlamda krize müdahale edebilmek için örgütlerde hazırlıkların yapılmasında etkin olabilmek adına kriz yönetimlerine ihtiyaç duyulur. Kriz yönetimi "krize ve krizin olası etkilerine karşı yapılması gerekenlerin belirlenmesi, planlanması ve yerine getirme süreci"(Okumuş, 2003,s.204-205) olarak tanımlanabilir. Kriz yönetimi sayesinde örgütler krizlere karşı hazır tutularak kriz zamanında nasıl davranılacağına, işlerin nasıl koordine edileceğine dair belirsizliklerden ve oluşabilecek kargaşadan kaçınmak mümkün olabilir. Zira krizler yapısı gereği oluşan sorunlara hızlı ve doğru çözümler üretmeyi ve uygulamayı

zorunlu kılar. Ayrıca krizler; örgütsel yönetimlerin değerlerini, amaçlarını, iş yapma yöntemlerini değişime uğratırken, kamu yönetimleri için ise etkin olma, sorun çözebilme becerilerinin ve koordinasyon performanslarının test edildiği ve var olma nedenlerinin de duruma göre sorgulandığı bir süreci de gündeme getirir. Hatta kriz toplumun hemen her kesiminde bir çok söylentinin dolaştığı, dedikoduların yapıldığı, yanlış ve eksik enformasyonun neden olduğu kaotik bir iletişim sürecini de içerisinde barındırır. Örgütler bir yandan krizden en az zararla atlatabilmek için önlemler alırken diğer yandan da eksik ve yanlış enformasyonun işletmenin itibarını da korumaya yönelik çaba göstermeye çalışırlar. Bu bağlamda kriz yönetimi örgütleri krizlere karşı hazırlıklı tutan ve aynı zamanda paniğe kapılmadan olası bir krize kimin, nasıl, ne şekilde müdahale edeceğini gösteren planlardır. Diğer bir ifade ile kriz yönetimi, "örgütün işleyişini olumsuz etkileyen ve imajını sarsan krizlere yönelik plan yapabilme organizasyonudur" (Pheng ve Ho, 1999,s.17).
Bu çalışma 6 Şubat 2023'te Kahramanmaraş merkezli depremlerinin yarattığı kriz sürecinde kriz yönetiminde ortaya çıkan kriz iletişimi ve koordinasyon eksikliklerini analiz etmeyi amaçlamaktadır. Bu amaçla makalede 6 Şubat depremleri esnasında kriz sürecinde uygulamada karşılaşılan eksiklikler ampirik olarak ele alınmadan önce konuyla ilgili kuramsal çerçeve çizilerek kriz yönetiminin önemli bir parçası olan kriz iletişimi ve koordinasyonun önemi üzerinde durulmuştur. Bu bağlamda bu çalışmada kriz iletişiminin dört farklı uygulama odağı bakımından ülkemizde yaşanan 6 Şubat Kahramanmaraş Depremlerinin yarattığı kriz sürecinin kriz evresi ve sonrasında ortaya çıkan koordinasyon ve iletişim sorunları nitel araştırma yöntemlerinden durum çalışması (vaka analizi) ile değerlendirilmiştir.

1.KRİZLERDE KOORDİNASYON

Ekonomik, siyasi ya da deprem sel gibi doğal afetlerden kaynaklı krizlere müdahale etmekten sorumlu olan kişi ve kuruluşlar yasalar gereği kamu yönetimi ve kamu yöneticileridir. Bu nedenle kamu yönetimi ve kamu yöneticilerinin öncelikle krizlere yönelik olarak kriz önleme tedbirlerini almaları ve kriz döneminde neyin nasıl kimler tarafından yapılacağına dair süreci içeren kriz yönetimi planlarının hazır olması gerekir. Her ne kadar kriz yönetimi planları hazır olsa bile kamu yönetiminin ve yöneticilerinin karşılaşabilecekleri deprem gibi afetlerde oluşan belirsizlik ve paniğin yarattığı kargaşa iletişim sorunları ve yoğun talep yapılan bütün hazırlıkları ve alınan önemleri yetersiz kılabilir. Hatta krizin yarattığı yıkım ve zararın boyutlarının büyük olması, kapsadığı alanın geniş olması ülke içindeki kişi ve kuruluşların yanı sıra başka ülkelerden de yardım ve müdahale ekiplerinin sürece katılmasını zorunlu hale getirebilir. Çok sayıda kişi ve kuruluşların karışık görev aldığı bir sürecin doğru ve etkin bir şekilde yürütülebilmesi esnasında iletişim ve koordinasyonunun sağlanmasında krize müdahale eden kişi ve kuruluşların sayıca fazla olması, bilgi, tecrübe, eğitim ve eylem anlayışlarının farklı özellikler taşıması ve daha önce hiç birlikte çalışma deneyimleri olmamasından kaynaklanan pek çok sorunlarla karşılaşılabilir. Oysa acil müdahaleyi gerektiren ve hata kaldırmayan kriz süreci ulaşılmak istenen amaçlar için söz konusu kişi ve kuruluşların ortak ve senkronize hareket etmesinin sağlanmasını, çok iyi bir koordinasyonu zorunlu kılar. Bu bağlamda koordinasyon krize müdahale sürecinde farklı kişi ve kuruluşların ortak bir amacı gerçekleştirmek üzere eş zamanlı ve eş yönde uyumlu ve düzenli hareket etmelerini sağlanması açısından hayati önem taşıyan bir yönetim işlevi olarak tanımlanabilir. Koordinasyonun başarısı aynı zamanda sürece katılan kişi ve kuruluşların aralarında sürekli ve doğrudan iletişim kurarak, karşılıklı etkileşim halinde ortak bir amacı gerçekleştirmek üzere hareket etmelerine bağlıdır. Ancak farklı yapı ve çalışma tarzına sahip çok sayıdaki farklı örgütlerin tecrübe ve hazırlık bakımından da değişiklik göstermeleri ve kuşkusuz daha önce işbirliği yapmamış olmaları gibi olumsuzluklar koordinasyon konusunda sıkıntılar doğurabilir. Bütün bu

olumsuzluklara afetin yaşandığı bölge koşulları hakkında yeterince bilgi sahibi olmamak ta durumu zorlaştırabilir. Ayrıca afet konusu ile ilgili gerek ulusal ve gerekse uluslararası kuruluşların aralarında işbirliğini nasıl kuracaklarına ve yürüteceklerine dair normal zamanlarda daha önceden bir çalışma yapmamaları bu durumu daha da karmaşık hale getirebilir.
Bu bağlamda daha önce 17 Ağustos'ta Marmara depreminde karşılaşılan koordinasyon ve iletişim sorunları ne yazık ki 6 Şubat'ta Kahramanmaraş depremleri esnasında da yaşanmıştır. Nitekim kriz sürecinde hızlı ve acil müdahalenin hayati önemine rağmen deprem bölgesine ulusal ve uluslararası pek çok yardım kuruluşunun hareket etmesinin karayollarında çok yoğun bir izdiham oluşturması, arama kurtarma ve yardım faaliyetlerinde gecikmelerin olması da bu süreçte koordinasyon eksikliklerinin olduğunu gösteren olaylar arasındadır.

6 Şubat depremlerinin yarattığı kriz sürecinde sel,deprem gibi afet durumlarında ülkede koordinasyon konusunda kanunen "tek yetkili kurumu" olan ve krizin önemli aktörlerinden AFAD'ın bu süreci iyi yönetemediği, yetersiz kaldığını gösteren bazı gelişmeler yaşandı. AFAD'ın yurt dışından gelen kurtarma ekiplerinin deprem bölgesine gönderilmesini koordine edemediği, enkazların kaldırılması için bölgeye gelen iş makinelerinin yönlendirilmesinde de yine koordinasyonu sağlayamadığı medyada yer aldı. AFAD depremde koordinasyon yetersizliği ile eleştirilirken; kuruluşun hazırladığı bir bölgede binaların yapımında dikkate alınan olası bir depremin yıkıcılığına ilişkin bilgi veren "Türkiye Deprem Tehlikeleri Haritası"ndaki yer alan olabilecek depremlerin ivme değerlerinin 6 Şubat'ta yine AFAD tarafından kayda geçen değerlerle arasında uçurum niteliğinde farklılık olduğu ortaya çıktı. Bu nedenle söz konusu haritanın özensiz hazırlandığı şeklinde kuruluş bir kez daha eleştiri aldı.

Öte yandan etki olarak 11 ili kapsayan 6 Şubat'ta meydana gelen depremler; büyüklüğü ve şiddeti ile en yıkıcı depremler olma özellikleri ile 1900'lerden bu yana Türkiye'de yaşanan en büyük depremler olarak tarihe geçerken, kamuoyunda özellikle ilk günlerde müdahalede koordinasyon ve iletişim eksikliğinden kaynaklı gecikmelerin yaşandığına dair tepkiler canlı yayınlarda medyada yer aldı. Nitekim Cumhurbaşkanı Erdoğan depremden etkilenen illeri ziyaretlerinde kamuoyuna açıklamada bulunarak "Sarsıntıların yıkıcı etkisi, olumsuz hava şartları, hasar gören altyapının getirdiği zorluklar gibi sebeplerle maalesef ilk birkaç gün Adıyaman'da arzu ettiğimiz etkinlikte çalışma yürütemedik. Bunun için sizden helallik istiyorum." (" Erdoğan Adıyaman'da 'helallik' istedi",2023) Erdoğan Hatay'da da helallik istedi: 'Böylesi bir felakette kimi aksaklıkların yaşanmaması mümkün değil'("Erdoğan Hatay'da da helallik istedi",2023)

Deprem gibi afetlerin oluşturduğu krizlerde çok sayıda farklı sivil ya da resmi kişi ve kuruluşların ortak amaçlar için beraber hareket etmeleri ve ortak sonuçlar elde etmeleri beklenir. Bu nedenle iletişim ve koordinasyon işlevlerinin profesyonelce yürütülmesinin mutlaka sağlanması gereğini 6 Şubat depremlerinde yaşananlar bir kez daha göstermiştir. Aksi daha fazla can kaybının yaşanması ve diğer istenmeyen sonuçların oluşması anlamına gelecektir.

2.KRİZ İLETİŞİMİ

İletişim insanın olduğu her yerde vardır ve farklı özelliklerdeki insanların oluşturduğu küçük ya da büyük topluluklar arasında etkileşimi ve her çeşit mesajların yayılmasını sağlayan bir süreç olmakla birlikte; bilgilendirme ve yönlendirme işlevleri ile toplumları ve bireyleri

şekillendiren hayati öneme sahip bir etkinliktir. İletişim yaşamın her alanında faaliyet gösteren özel yada kamu kuruluşu olan örgütler için de hayati önemdedir. Örgütler amaçlarını gerçekleştirmek için ihtiyaç duydukları bilgileri iç ve dış çevresinde bulunan kişi ve kuruluşlarla kurduğu iletişim sayesinde edinirken, faaliyetlerinin koordinasyonunu da iletişim ile sağlar. Bu bağlamda iletişim yönetim fonksiyonunun aşamalarının etkin bir şekilde gerçekleşmesinde kilit rol oynayan bir kavramdır. Nitekim Henry Fayol yönetim fonksiyonunu planlama, örgütleme, yöneltme, koordinasyon, denetim şeklinde 5 aşamalı olarak tanımlarken; Gregg ise bu aşamaların yanına karar verme ve iletişimi de eklemiştir. Belirli amaçların gerçekleştirilmesi; bu amaçla bir araya gelen farklı kişi ve birimlerin faaliyetlerinin adeta bir armoni içerisinde birbiriyle uyumlu, ahenkli hareket etmesine bağlıdır. Bu uyumu, bu ahengi sağlayan ise iletişimdir. İletişim; sadece yönetim bakımından değil aynı zamanda işletmelerin (örgütlerin) yaşam dönemlerinde karşılaşabilecekleri ve kendisine özgü özellikler taşıyan krizlere müdahale için hazırlanan kriz yönetimi açısından da son derece önemlidir. İletişim; toplumda belirsizlikler sonucu oluşan çok sayıda söylenti ve asılsız ideaların yarattığı bilgi kirliliğinin yaşandığı afet gibi yıkıcı kriz dönemlerinde çok daha önemli hale gelir. Nitekim kriz sürecinde uygulanan etkili bir kriz iletişimi kriz yönetiminin başarılı olması için kriz ekibinin koordinasyonu, bilgilerin ilgili paydaşlarla paylaşılması sonucu onların desteğinin alınması gibi pek çok olumlu katkılar sağlar. Aksi takdirde kriz yönetimi planı iyi hazırlanmış ve bu planı uygulayacak kriz yönetim ekibi ne kadar iyi olsa bile kriz iletişiminin yetersiz ve eksik kalması kriz yönetiminde sorunların yaşanmasına yol açacaktır. Bu nedenle kriz fark edildiği anda, krize yönelik iletişimin de başlatılması gerekir. Bu bağlamda kriz iletişimi kriz dönemlerinde iç ve dış paydaşlarla kurulan iletişimin ve krize ilişkin bilgilerin paylaşılmasının yönetilmesi şeklinde tanımlanabilir. Kriz döneminde özenli bir iletişim politikası ile krizle ilgili bilgi vererek hem ilgili örgütlerde ve toplumda oluşabilecek paniği ve endişeyi gidermek ve krizin daha fazla büyümesinin önüne geçmek mümkündür. Aksi takdirde kriz sürecinde belirsizliklerin ve kaygıların arttığı kaotik bir ortamda dedikodular ve asılsız iddialar toplumu etkisi altına alır. Bu nedenle kriz ortamında. kriz iletişimi sürecini çok iyi yönetmeye özen göstermek gerekir.

Öte yandan ilgili literatürde kriz iletişiminde basın bültenleri, basın toplantıları gibi geleneksel yöntemlerin kullanımı etkinlik olarak kabul görse de günümüzde whatsapp, twitter, facebook ve bloglar gibi sosyal medya mecralarının kamuoyuyla iletişimde aktif olarak kullanılması daha önemli hale gelmiştir. İnternet ortamında bir olay, bir dedikodu ya da küçücük bir bilgi herhangi birinin paylaşımı ile aynı anda milyonlara ulaşabilmekte ve bu bazen istenmeyen sonuçlar doğurabilmektedir. İnternet mecralarının kriz dönemlerinde kötü amaçlarla kullanılması ise krizi daha da derinleştirmekte, ilgili çevreler üzerinde krizin etkisini daha da ağırlaştırmaktadır. Bu nedenle kriz iletişiminde geleneksel yöntemlerin yanı sıra sosyal medyaya ilişkin yapılması gerekenler de kriz iletişimi açısından kriz planlarında yer almalıdır.

Kriz iletişimi krize müdahale eden kamu ya da sivil gerek ulusal ya da uluslararası kişi ve kuruluşların, ekiplerin koordine edilebilmesi ve aralarında çok iyi işleyen bir iletişim ağının oluşturulması bakımından da ayrıca büyük önem taşır. Aksi takdirde krize acil ve isabetli müdahale yapılması mümkün olmaz. Görülüyor ki kriz iletişimi kriz yönetimi içerisinde yer alan önemli bir alt başlıktır. Nitekim kriz iletişimi konusunda ilgili yazında akademisyenlerin çalışmalarını dört temel kavramsal odak ile ayrıntılı bir şekilde ele aldıkları görülmüştür. Bunlar;

I. Kişilerarası etkileşimde kriz iletişimi
II. Medya ilişkileri olarak kriz iletişimi
III.Teknoloji vitrini olarak kriz iletişimi,

IV.Örgütler arası bağ kurma/network olarak kriz iletişimi (Garnett ve Kouzmin 2007, s. 171-172)

I. Kişilerarası Etkileşimde Kriz İletişimi: İletişimin bu boyutunda kriz sürecinde yer alan kamu ve özel kuruluşların yöneticileri, valiler, yerel yönetim başkanları, sivil toplum örgütleri yetkilileri, sağlık kurumları birimleri, polis, jandarma, asker, itfaiye gibi kriz yönetiminin merkezinde yer alan kişi ve kuruluşların birbirleriyle etkileşimi ele alınmaktadır. Bu kişilerin aralarında iletişim kurarken medyanın günümüzde sunduğu geniş teknolojik olanaklara rağmen halen yüz yüze iletişimi tercih ettiği görülmektedir. Nitekim bu iletişim türünde teknoloji kullanımı düşük, yüz yüze iletişim esas, şeffaflık düzeyi ise yüksektir. Geçmişten bu yana literatürdeki pek çok araştırmaya konu olan kriz iletişiminin bu boyutunda krize ilişkin bilgi verilerek söz konusu kişi ve kuruluşların inisiyatif üstlenerek kriz yönetim merkezlerinde görev alarak krize müdahale etmeleri hedeflenir. Söz konusu bu kişi ve kuruluşlar faaliyetleriyle birlikte kamuoyunda tanınan, bilinen göz önünde yer alan kişi ve kuruluşlardır.

II. Medya İlişkileri Olarak Kriz İletişimi: Kriz iletişiminin bu boyutunda medyanın kriz sürecinde gösterdiği etkinliği ve kitle iletişim araçlarının kullanımı üzerinde durulmaktadır. Genelde kabul görüldüğü gibi her zaman ve her durumda kamuoyunu bilgilendiren, insanların algılarını yönlendiren ve şekillendiren medya; bu özellikleri ile toplum üzerinde güçlü bir konuma sahiptir. Hele teknolojinin sağladığı olanaklarla bir kriz anında yetkilileri ve kamuoyunu anında haberdar ederek harekete geçirmesi ile medya; günümüzde daha da önemli bir hale gelmiştir. Nitekim 17 Ağustos 1999 Depreminde dönemin Cumhurbaşkanı Demirel depremi resmi konutunda radyodan dinlediği haberlerden öğrenmiştir. Ama bu özelliklerinin yanı sıra aynı medya konuların, olayların duygusal, çarpıcı ve hatta biraz da sansasyonel bir şekilde medyatik yönlerini ön planda tutmaktan da geri kalmamaktadır. Özellikle kriz süreçlerinde yaşanan bir takım duygusal, üzücü olaylar bu bağlamda medyanın daha fazla ilgisini çekmekte ve bu tür olaylara medyada daha çok yer verilmektedir. Bu bağlamda medyanın olayların daha çok medyatik yönlerini haber yapması, olayları çarpıtması ve bakış açısının geniş perspektifli olmaması medya bakımından sınırlılık yaratan unsurlardır. Ancak medyanın her olayda olduğu gibi kriz sürecinde de olaylara herkesten ve her kuruluştan neredeyse önce yetişmeye çalışarak, her şeyi açık ve şeffaf bir biçimde sunduğu da medyanın yadsınamaz bir gerçeğidir. Medya aynı zamanda ; krizin hemen öncesinde, kriz anında ve kriz sonrasında olan bitenler hakkında bilgi veren, uyarıların ilgililere ulaşmasını sağlayan, işbirliğini ve dayanışmayı teşvik eden ve krize ilgiyi canlı tutan işlevleriyle kriz iletişiminde önemli bir konuma sahiptir. Kriz iletişiminin medya boyutunda kriz alanından gelişmeleri haber merkezlerine aktaran muhabirler, olayların ve durumların görüşleriyle çerçevesini takipçileri için ortaya koyan yorumcular, kamuoyunu dilediği gibi manipüle eden, çalıştığı kurum ya da kişi adına algı yönetimi yapan danışmanlar (Spin Doctors) ve medya kuruluşlarında yer alan diğer çalışanlar öne çıkan kişilerdir.

III. Teknoloji Vitrini Olarak Kriz İletişimi: İletişimin bu boyutunda kriz süreçlerinde iletişim teknolojileri kapsamında kullanılan kitle iletişim araçlarının yanı sıra son yıllarda sunduğu geniş imkanlar ile internet mecraları da ele alınmaktadır. Günümüz iletişim teknolojilerinin sunduğu imkanlar; krizlerin yarattığı felaketlerin boyutu ve dehşetine ilişkin bilgilerin ve görüntülerin aynı anda ve hızla tüm dünya ile paylaşılmasını ve bu sayede geniş kitlelerin dikkatinin çekilerek olaya dahil olmak, müdahale etmek için aktif hale gelmelerini sağlamaktadır. Üstelik kriz süreçleri kullanılan teknolojik yeniliklerin kamuoyunda tanıtımı için de fırsat yaratmaktadır. Ancak krizlerin yarattığı olumsuzluklar bu teknolojilerin kullanımında da çeşitli aksaklıklar ve kesintilerin oluşmasına da sebep olabilmektedir.

Teknoloji vitrininde ön plana çıkan kişilerin iletişim teknolojileri konusunda bilgi sahibi olan ve bunları kullanabilen teknik uzmanlar olduğu söylenebilir.

IV. Örgütler Arası Bağ Kurma (Network) Olarak Kriz İletişimi: İletişimin bu boyutunda kriz sürecinde farklı görev ve sorumlulukları olan kamu kuruluşları, polis ve askeri teşkilat, itfaiye gibi kamu ya da özel arama kurtarma birimleri gibi kişi ve kuruluşlar arasındaki iletişim ağı konu edilmektedir. Ve bu boyutun öne çıkan kişilerini bu kuruluşların temsilcileri oluşturmaktadır. Krizlerin hızlı ama doğru bir müdahaleyi gerektirmesi kriz sürecinde yer alan çok sayıda ve farklı yapıdaki bu örgütlerin faaliyetlerinin koordinasyon içerisinde gerçekleşmesi ile zorunlu kılar. Bu koordinasyon ise krizde görev alan örgütler arasında etkili bir iletişim ağının kurulması ile sağlanabilir. Böylece farklı yapılarda yerli ya da yabancı örgütler arasında ortaklaşa doğru kararların alınması, bilgilerin paylaşılabilmesi ve güvene dayalı ortak bir ifade dilinin geliştirildiği güçlü bir işbirliğinin sağlanması mümkün hale gelecektir.

3.AFETLERDE KOORDİNASYON VE İLETİŞİMİN ROLÜ: 6 ŞUBAT KAHRAMANMARAŞ DEPREMLERİ

6 Şubat 2023'te 04:17'de 7,7 büyüklüğünde derinliği ise 8.6km. Kahramanmaraş Pazarcık merkezli ilk; 13:24'de ise 7.6 şiddetinde 7 km. derinliğindeki Kahramanmaraş Elbistan merkezli 2. büyük depremler ve devamında 5-6 büyüklüklerinde meydana gelen çok sayıdaki artçı sarsıntılar bölgede 10 ilde büyük yıkıma sebep oldu. Depremler 51 bine yakın insanın hayatını kaybetmesine, ülke nüfusunun %16'sının yaşadığı Adana, Adıyaman, Diyarbakır, Gaziantep, Hatay, Kahramanmaraş, Kilis, Malatya, Osmaniye ve Şanlıurfa'yı kapsayan 10 ilde 1 milyonu aşkın insanı evsiz bırakarak barınma sorunları yaşamalarına neden oldu. Bu depremlerin hemen ardından Hatay Yayladağ merkezli 20 Şubat'ta 6.4 şiddetinde bir başka depremin meydana gelmesi ildeki zararın daha da artmasına yol açtı. Bölgede bu 3 büyük depremin ardından çok sayıda artçı depremler de yaşandı. 8 Şubat 2023'te 90 gün süreyle depremden etkilenen 10 ili kapsayan olağanüstü hal (OHAL) Cumhurbaşkanı tarafından ilan edildi. Depremin ardından ülke genelinde 7 günlük milli yas ilan edildi. Bu gelişmelerin ardından söz konusu 10 ilin yanı sıra depremlerden etkilenen Elazığ ili 11.il olarak afet bölgesine dahil edildi. 6 Şubat'ta Pazarcık merkezli 7.7 deprem 1939'da Erzincan'da yaşanan 7,9'luk 33 bin kişinin öldüğü depremin ardından son yüzyılın ikinci depremi olurken, Elbistan merkezli 7.6'lık deprem ise üçüncü büyük deprem olarak Türkiye'nin deprem tarihinde yerini aldı. Kahramanmaraş Depremleri, ülkede yaşanılan önceki depremlerden daha yıkıcı ve etkilediği alan bakımından daha geniş olma özellikleri ile ayrılırken, dünyada bu yılın en büyük felaketi olarak kayıtlara geçti.

6 Şubat Kahramanmaraş depremleri 1999 Gölcük merkezli Marmara Depremini tekrar hatırlatırken Türkiye'nin bir deprem ülkesi olduğu gerçeğine ve özellikle İstanbul'da olması beklenen depreme ilişkin hazırlıkların önemine kamuoyunun dikkatini çekerken, aynı zamanda depremle ilgili riskli binalar, güçlendirme, kentsel dönüşüm ve eğitici programlar gibi konuları da ülke gündemine soktu.

6 Şubat Depremleri meydana geliş şekli ve yarattığı sonuçlar ile pek çok disiplin bakımından değerlendirilecek farklı boyutlara sahiptir. Nitekim AFAD Deprem ve Risk Azaltma Genel Müdürü Prof. Dr. Orhan Tatar, düzenlediği bir toplantıda "Bu depremler hiçbir hatayı affetmemiş durumda. Herkesin bir ders çıkartması gereken depremlerle karşı karşıyayız." (Bu depremler,2023) diye konuştu. Bu bağlamda söz konusu depremler aynı zamanda bu çalışmanın da konusu olan afetlerde (krizlerde) bir kez daha kriz iletişiminin ve krizlerde koordinasyonun

ne kadar önemli olduğunu göstermesi açısından da ders niteliğinde gelişmeleri barındırmaktadır. Aşağıda bu gelişmeler kriz iletişiminin dört kavramsal odak altında ele alınmıştır.

3.1.Kişilerarası Etkileşimde Kriz İletişimi

Krızi iletişiminin bu boyutunda; Cumhurbaşkanı, İçişleri- Ulaştırma-Milli Savunma- Sağlık Bakanlarının yanı sıra ülkede afet denilince ilk akla gelen AFAD, Kızılay gibi devlet kuruluşları, parti liderleri, illerin vali ve belediye başkanları, deprem uzmanları, Ahbap, Akut gibi sivil toplum örgütlerinin başkanlarının kriz yönetimine katılan ve ön planda yer alan kişilerin etkileşimi konu edilmektedir. Bu kişi ve kuruluş yöneticilerinin kriz sürecinde bazen deprem bölgesinden bazen de canlı yayınlara bağlanarak yüz yüze iletişimle krizle ilgili görüş ve bilgilerini kamuoyu ile paylaşmışlardır. Özellikle deprem uzmanlarının sürekli olarak görsel basında deprem ve fay hattı ile ilgili ayrıntılı bilgi verdikleri görülmüştür. Depremden etkilenen 11 ilden biri olan Adıyaman'da yakınları enkaz altında kalan depremzedeler, Adıyaman Valiliği'ne giderek çalışmaların ve yardımların yetersiz olduğunu ifade ederek yardım istediklerinde Vali Mahmut Çuhadar'ın gülerek karşılık vermesi üzerine, Çuhadar'nın gülmesine öfkelenen bazı yurttaşlar da "Neye gülüyorsun sen" sözleriyle tepki gösterdi.(Depremzedelere gülen,2023)11Kriz yönetiminin önemli yöneticilerinden olan bir valinin yaptığı bu iletişim kazası denilebilecek davranışa kamuoyunun yoğun tepkilerinin basın yayın organlarında yer almasının ardından sağlık sorunlarını gerekçe göstererek istifa etmesine yol açtı.

Dönemin İçişleri Bakanı Süleyman Soylu Kahramanmaraş'ta Emniyet Müdürlüğü ziyaretinde "Şu deniyor, 'Artık malzeme göndermeyin'. Elinizde ne kadar malzeme varsa gönderin. Milyonlarca insanın aşa ihtiyacı var."(Süleyman Soylu'dan çağrı,2023) ifadesinin, sivil toplum örgütü olan ve depremde başarılı faaliyetleri ile gündeme gelen Ahbap Derneği'nin başkanı ise sosyal medya hesabından "Lütfen valilik ve AFAD onayı almadan kamyonlara eşya yüklemeyin yollamayın! Buralar felaket…"(Buralar felaket, lütfen,2023) uyarısını içeren ifade ile çelişmesi kriz yönetiminde yer alan kişilerin aralarındaki iletişimin yetersiz olduğunu göstermesi açısından önemlidir.

155 Yıldır kâr amacı gütmeksizin, yardım ve hizmetleri karşılıksız olarak sağlayan ve kamu yararına çalışan aynı zamanda Uluslararası Kızılhaç ve Kızılay Hareketi'nin içinde yer alan Türkiye'deki insani yardım yapan en büyük gönüllü sosyal hizmet kuruluşu olarak ülkede ve literatürde böyle bilinmesine rağmen Türk Kızılay'ı deprem sürecinde en çok eleştirilen kurumlardan biri oldu. Kamuoyu; geçmişten bu yana söz konusu misyonu ve sorumluluğu gereği deprem gibi afetlerde yanında bulacağı, hızla ve acil olarak yiyecek, barınma gibi hizmetler sunması beklenen kâr amacı gütmeyen yardım kuruluşu Kızılay'ı deprem bölgesine ulaştırıp kurması gereken depolarındaki çadırları göndermeyip, Ahbap adlı sivil toplum kuruluşuna parayla satmasının ortaya çıkması ile büyük tepki gösterdi. Ahbap derneği aynı zamanda Kızılay'dan 30 bin adet 4 kişilik bir ailenin 3 öğünlük yemeğini karşılayan ve 1 yıl bozulmayan konserve gıda satın alıp depremzedelere dağıttıklarını da kamuoyu ile paylaşması ise Kızılay'a kamuoyunda gösterilen bu tepkilerin artmasına neden oldu.

Bu eleştirilere karşılık kriz yönetiminin baş aktörlerinden Kızılay'dan makul bir açıklama beklenirken, Kızılay Başkanı Kerem Kınık yapılan işlemin yasal olduğunu dair açıklama yaptı, daha sonra ise yöneticilerin kendi inisiyatifleri ile satış yaptıklarını belirtmesi eleştirileri azaltacağına eleştirilerin artmasına neden oldu. Bu ifadeleri ile hayal kırıklığı yaratan ve Kızılay'ın varlığının kamuoyunda sorgulanmasına yol açan kriz yönetiminin önemli yöneticilerinden Kızılay Başkanı yaşananların ardından 96 gün sonra görevinden istifa etti.

Yukarıdaki gelişmeler 6 Şubat depremlerinin kriz yönetimi süreçlerinde yönetici olarak görünürlükleri en fazla olan kişilerin kriz iletişimi bağlamında birbirleriyle sürekli etkileşim halinde olmaları ve kamuoyu önünde sarf ettikleri sözlere dikkat etmeleri gerektiğini göstermektedir.

3.2. Medya İlişkileri Olarak Kriz İletişimi

İlk andan itibaren depremle ilgili bilgileri ve görüntüleri görsel ve işitsel medya kuruluşlarının gerek haber kanalları ve gerekse diğer kanallar bütün programlarını iptal ederek kamuoyuna an be an yansıtmıştır. Görsel ve işitsel medyada depremde enkaz altında kalanların nerede enkaz altında kaldıklarını bildiren mesajları canlı olarak paylaşması arama kurtarma ekiplerine yol gösterici olmuştur. Henüz arama kurtarma ekiplerinin ulaşmadığı enkazlarda insanların bulunduğuna dair medya temsilcilerinin yaptığı canlı yayınlar ekiplerin bu enkazlara yönlendirilmesini sağlamıştır. Görsel ve işitsel medyanın yayınlarında deprem bölgesinde nerede, hangi ilde ve hangi ihtiyaçların olduğunu güncelleyerek yer vermesi ise yardımların daha bilinçli yapılmasında önemli katkısı olmuştur. Ayrıca deprem sürecinde sosyal medya mecralarında depremde enkaz altında canlı kalanlar ve onları kurtarmaya çalışan yakınlarının enkazdakilerin konumlarının gerek medya mensuplarıyla ve gerekse ünlü kişilerce paylaşılması arama kurtarma çalışmalarında yararlı olmuştur. Bu durum sosyal medyanın ne kadar etkili olarak kullanılabileceğini göstermesi açısından da önem taşımaktadır. Ancak bütün bu gerçeklere rağmen; deprem döneminin medya boyutunda sosyal medya bağlamında tepki çeken bir gelişme yaşandı. Depremlerin olduğu ilk günden itibaren ve sonrasında arama kurtarma ve yardımların koordinasyonunda yoğun olarak kullanılan sosyal medya ve özellikle Twitter'a, ardından Tik Tok'a ve Ekşi Sözlüğe 8 Şubat'ta erişim engeli getirildi. Ancak bu durum kamuoyunda çok büyük tepki çekince engelleme aynı günde sabaha karşı kaldırıldı.

Özellikle televizyonda depremin hemen ardından sıcağı sıcağına Atakaş Hatay spor futbol takımı teknik direktörü Volkan Demirel'in ağlayarak " Hatay'a yardım edin" çağrıları ve yardımcı antrenör Gökhan Zan'ın depremle ilgili paylaşımlarının yayınlanması ülke insanlarının deprem bölgesindeki yıkımın ve felaketin ne denli büyük olduğunun anlamalarını ve yardıma koşmalarını sağlamıştır. Medyada deprem bölgesinden enkazlar ve yıkımların arasından insanların kurtarılma görüntülerinin an be an yalın ve şeffaf bir şekilde 24 saat kesintisiz yayınlanması heyecan ve umutla izlenirken, felaketin boyutlarının ne kadar büyük olduğunun ilgili herkes tarafından daha iyi anlaşılmasını da sağlamıştır. Medyanın deprem bölgesinden yaptığı yayınlar ülke insanlarının çok kısa sürede organize olup deprem bölgelerine yardım kampanyaları ile ulaşan duyarlı bir kamuoyu oluşturmasını sağlamıştır.

Depremin ardından ülkedeki ulusal, bölgesel ve yerel kanallar ile radyo istasyonları da katılımı ile 15 Şubat'ta " Türkiye Tek Yürek kampanyası" düzenlenerek 115 milyar TL. bağış toplandı. Toplanan bağışlar AFAD ve Kızılay'a aktarıldı. Medyada yaptığı programda ve kendi sosyal medya hesaplarından" Vakit yardım Vakti" adıyla depremzedeler için bağış kampanyası düzenleyen sunucu Müge Anlı,280 tekerlekli sandalyeyi de depremzedelere gönderdi.

İzmir Büyükşehir Belediyesi'nin depremzedelere yönelik olarak medya üzerinden başlattığı 'Bir Kira Bir Yuva' kampanyası kapsamında Halk TV'de düzenlenen 'Halk Dayanışması' canlı yayınında ise 33 bin kişiye kira bağışı toplandı.

Türkiye Futbol Federasyonu (TFF) öncülüğünde birçok futbolcu, teknik direktör ve kulüp başkanının yer aldığı televizyon ve radyoların ortak yayını ile "Omuz Omuza" adı altında yardım kampanyasında 845,7 milyon TL. bağış toplandı.

Depremin ardından ilerleyen günlerde medyada kamu kuruluşlarının geç müdahale ile suçlandığına, bu derece büyük yıkımların devletin imar affı çıkarmasına ve yerel yönetimlerin denetimsizliğinden kaynaklandığına, AFAD ve Kızılay'ın depremde yetersizliklerine, askerlerin deprem bölgesine geç sevk edildiklerine dair çok sayıda programlar yapılırken, çok sayıda da köşe yazıları yazıldığı görüldü. Medya geçmişte yaşanan doğal afetlerden ne devletin ne de vatandaşların ders almadığını, müteahhitlerin ise deprem genelgelerine uymayan inşaatlarıyla insanlara mezar olan binalar yaptığı üzerinde duran eleştirel üslupla yaptığı yayınlarının yanı sıra Ahbap gibi sivil toplum örgütlerinin toplumda yarattığı güveni öne çıkaran yayınlar da yaptı.

Hatta medya afet bölgesinde yaşananlara haber akışlarında yer verirken kamuoyunu aydınlatan ilginç bilgileri de paylaştı. Bunlardan biri Habertürk muhabiri Mehmet Akif Ersoy'un kamera ışıklarını kapattırarak arama-kurtarma çalışmalarının karanlıkta yapıldığını izleyicilere gösterdiği yayın oldu. Söz konusu yayın medyanın sahip olduğu jeneratörden gücünü alan ekipmanlarını kurtarma ekiplerinin çalışmalarında tek ışık kaynağı olarak kullanmaları için paylaştığını gösterirken bölgedeki koordinasyon yetersizliğini gözler önüne sererken, medyanın sadece haber verme işlevi olmadığını da gösterdi.

Depremin yaşandığı ilk günden itibaren ülkedeki bütün görsel ve işitsel medya normal yayınlarını keserek deprem bölgesinden haber veren canlı yayınlar yaparken zaman zaman sınırlamalar ve sansürlerle de karşılaştı. Nitekim "Gazeteciler Sendikası OHÂL ilânıyla birlikte bazı bölgelerde gazeteciler enkazlardan uzaklaştırılıyor. TV yorumcuları ve sosyal medya kullanıcıları hakkında soruşturmalar açılıyor. İhmâllerden, yardım gelmeyen yerlerden bahsedenler sansürlenmek isteniyor"(Bazı bölgelerde,2023)mesajını twitter hesabından paylaştı. NTV'nin deprem bölgesinden canlı yayını esnasında ise deneyimli muhabir Yağız Şenkal, Kahramanmaraş'taki durumu aktarırken arka planda depremzedelerin öfkeli sesleri duyulunca yayın kesildi.(Yardım zayıf,2023)Medya kuruluşları depremin yarattığı kriz sürecinde 24 saat kesintisiz bölgeden haber aktarmayı sonlandırarak depremden 16 gün sonra normal akışlarına yavaş yavaş döndü. Ancak medya halen deprem bölgesinden haberler yaparak depremi gündemde tutmaya devam etmektedir.

Depremlerle ilgili olarak haberler ve yardımlar ilk andan itibaren uluslararası medyada da geniş yer buldu. Amerika'da CNN Internatıonal, New York Post İngiltere'de BBC, Yunanistan'ın Ta Nea ve diğer ülkelerin pek çok yayın kuruluşu depremle ilgili haberleri ilk sıralarda yer verdi.

III. Teknoloji Vitrini Olarak Kriz İletişimi

Daha önce yaşanan depremlerde olduğu gibi 6 Şubat depremlerinde de yine ülkenin medya kuruluşlarının kullandıkları ileri iletişim teknolojileri sayesinde canlı yayın araçları, uydu antenleri ve görüntülü cep telefonları ile bölgeden an be an 24 saat kesintisiz yayın yaptıkları, hatta arama kurtarma ekiplerine bölgede karanlıkta olan pek çok enkazda kurtarma çalışmalarında kamera ışıklarıyla da aydınlatarak yardımcı oldukları görüldü.

Depremlerin teknolojik anlamda bir başka önemli boyutu ise GSM operatörlerinin afet gibi her türlü kriz için "güncel ve uygulanabilir gerçek" afet(kriz) planlarının olmadığına dair şüpheleri doğrular nitelikte gelişmelerin meydana gelmesi oldu. Depremin ardından ilk 72 saatin arama-kurtarma bakımından hayati önemi olmasına karşın bölgede bulunan baz istasyonlarının bulundukları binaların yıkılması ile yüzde 30'unun tamamen devre dışı kalması, bölgenin önemli bir bölümünde elektrik kesintilerinin yaşanması ve fiber hatlarının kopması telefon ve internet bağlantılarında günlerce devam eden kesintilere neden oldu. Oysa "Afet ve Acil

Durum Müdahale Hizmetleri yönetmeliğine göre "Cep telefonu ve sabit telefon operatörleri kendilerine ulaşan talepleri yerine getirmek ve afet bölgesinde yeterli kapasitede mobil ve yedek haberleşme sistemlerinin ivedilikle kurulmasını sağlamakla sorumlu."(Mevzuat,2023) Buna rağmen GSM operatörlerinin bu sorumluluklarını yerine getirmek üzere; sadece kriz dönemleri için değil, normal dönemlerde bile karşılaşılabilecek iletişim sorunları için hasar gören hatların onarımı yıkılan baz istasyonlarına alternatif çözüm olabilecek alternatif uydu bağlantılı mobil baz istasyonları gibi alt ve üst yapı teknolojileri konusunda bir hazırlıklarının ve kriz planlarının olmadığı, ilgili teknolojilere yatırım yapmadıkları gerekli tedbirleri almadıklarını da bu depremlerde bir kez daha görüldü. Zira bu ve buna benzer GSM operatörlerine ilişkin sorunlar yakın geçmişte Marmara depreminde de yaşanmıştı.

Depremin ilk günlerinde yaşanan iletişim sorunlarını aşmak için İstanbul Büyükşehir belediyesi bölgeye 11 adet uydu bacağı olan mobil iletişim aracını yollayarak soruna az da olsa çözmeye yönelik katkı sağladığı medyada yer aldı.

3.4.Örgütler Arasında Network (Örgütler Arası Bağ Kurma) Olarak Kriz İletişimi

Diğer ülkelerde olduğu gibi **Türkiye'de** de afet ve diğer kriz durumlarında acil müdahale konusunda görev ve sorumlulukları yönetmelik ve kanunlarla belirlenmiş yerel ve ulusal düzeyde kamu ve özel kuruluşlar bulunmaktadır. Bunların başında 2009 yılında İçişleri Bakanlığı'na bağlı olarak kurulan Afet ve Acil Durum Yönetimi Başkanlığı (AFAD) gelmektedir. Ülkede afet ve acil durumlara ilişkin tek yetkili kurum olan AFAD, çeşitli bakanlıklar ve valiliklere bağlı müdürlükleri ile sivil toplum örgütleri ile de işbirliği yapan adeta bir çatı kurum olarak faaliyet göstermektedir. Bu kuruluşlardan bir diğeri ise kâr amacı olmaksızın yardımları ve hizmetleri karşılıksız olarak yürüten kamu yararına çalışan bir gönüllü ü sosyal hizmet kuruluşu olan Kızılay'dır. AHBAP Derneği ise 2017 yılında sanatçı Haluk Levent tarafından kurulan dayanışmaya ve yardımlaşmaya dayalı bir sivil toplum örgütüdür.(Vikipedi,2023) AKUT ise Türkiye'de kurulan ilk gönüllü arama kurtarma derneği olup, kamu yararına dernek statüsüne sahiptir. Gönüllülük esaslı hareket eden AKUT Arama Kurtarma Derneği'nin amacı dağ ve doğa kazalarında, doğal afetlerde ya da yardım gereken herhangi bir kazada insanlara yardım etmek şeklinde açıklanabilir. (Wikipedia,2023)
Ülkemizde bu kuruluşların dışında yerel belediyelere bağlı afet işlerinin yürütüldüğü merkez ve müdürlükler, valilik ve kaymakamlıklarda afet acil durum yönetim merkezleri ile özel ve kamu kuruluşlarının da afetlerle ilgili olarak sivil savunma birimleri bulunmaktadır. Bütün bu kişi ve kuruluşların varlığının yanı sıra afetlerle ilgili olarak gerekli düzenlemelerin yer aldığı başta yönetmelik ve kanunlara karşın 6 Şubat Kahramanmaraş Depremleri esnasında ve sonrasında afetlere (krizlere) müdahale sürecinde yaşanan koordinasyon ve iletişim sorunlarına ve eksikliklerine ilişkin kamuoyunda çok sayıda eleştiri yer almıştır. Afet koordinasyonunda tek yetkili konumdaki kuruluş olan AFAD'ın ulusal ve uluslar arası arama kurtarma ekiplerini bölgeye yönlendirme konusunda gecikmesi ve deprem bölgesine hızlı ve doğru bir şekilde ulaştırılması gereken iş makinelerinin ve vinçlerin gönderilmesinde koordinasyon zafiyeti göstermesi üzerine enkazlara müdahalede gecikmeler yaşanmasına neden oldu.Arama kurtarma çalışmaları için madencilerin bölgeye sevk edilmesi konusunda da AFAD'ın yetersiz kaldığı, madencilerin bölgeye kendi olanakları ile ulaşmaya çalıştıkları haberleri basında yer aldı.

Bu ve benzer eleştiriler Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı'nın hazırladığı 2023 Kahramanmaraş ve Hatay Depremleri Raporu'unda da yer buldu. Raporda merkezi yönetime ilişkin olarak, depremlerin 11 ili kapsamı nedeni ile tek bir yönetim merkezi yetkisi ve sorumluluğundan kaynaklı bazı aksaklıkların olabileceği; arama kurtarma ekiplerinin afet bölgesindeki illerde yetersiz kaldığı durumlarda en yakın Arama Kurtarma Birlik

Müdürlüğünden afet bölgesine birliklerin intikal etmesinde ise yollardaki hasarlar nedeni ile ulaşımda gecikmelerin olduğu belirtildi. Söz konusu raporun son kısmında ise AFAD yeniden yapılanmasına ilişkin ifadeler yer aldı. Raporda AFAD'ın personel sayısının yetersiz olduğu eleştirilerini de doğrular nitelikte koordinasyon birimi olarak bu misyonu ve sorumluluklarına uygun insan gücüyle koordinasyonu sağlaması ifade edildi.

Konuya ilişkin bir başka rapor ise Halk Sağlığı Uzmanları Derneği'nin (HASUDER) 6 Şubat Depremleri Hatay İli Saha Raporu'dur. Bu raporda ise AFAD'ın depremden sonra Hatay'da hızlı yanıt vermede geciktiği, koordinasyonu sağlamakta ise ilk günlerde yetersiz kaldığı ifadeleri kullanıldı. HASUDER'in raporuna göre arama- kurtarma ekiplerinin enkazlara yönlendirilmesinde koordinasyon sorunları yaşandığı, depremzedelerin bölgedeki binaların yüzde 90'ında arama, kurtarma çalışmasının yapılmadığına dair ifadeler yer aldı.

6 Şubat Kahramanmaraş Depremlerinde yarattığı kriz sürecinde yaşanan sorunlar medyada çok sayıda haber programında ve köşe yazılarında ele alınmıştır. Ancak 6 Şubat depremlerine ilişkin yaşanılan iletişim ve koordinasyon eksiklikleri konusunda 9 Şubat 2023 tarihinde deprem bölgesinde çalışmalara katılıp, İskenderun, Antakya, Kırıkhan, Nurdağı ve Gaziantep il ve ilçelerinde yaptıkları inceleme, gözlem ve görüşmelerde edindikleri ilk bulguları içeren Halk Sağlığı Uzmanları Derneği'nin (HASUDER) 6 Şubat 2023 Depremleri Ön İnceleme Raporu'nda benzer sonuçlar çarpıcı bir şekilde ortaya konulmuştur. Söz konusu rapordaki ilk bulgular: ([HASUDER 2023,2-3)

- "En temel sorun, depremin büyüklüğüne karşı hükümetin, dolayısıyla AFAD'ın geç harekete geçmesi oldu. Bu nedenle arama kurtarma çalışmalarında son derece önemli olan ilk 1,5 gün kaybedildi. Deprem bölgelerinde, özellikle de ilçelerde ikinci gün öğleden itibaren kurtarma çalışmaları başlatıldı.
- Her türlü afet çalışmasında tek kamusal yetkili olan AFAD hem kapasite hem de zamanında ve etkin karar alma konusunda son derece yetersiz kaldı. Sivil toplumun çalışmalara katılımını engelleyerek vahametin artmasına yol açtı. AFAD'ın bu başarısızlığına rağmen çeşitli organizasyonlar ve sivil toplum hem arama kurtarma çalışmalarında hem de gerekli yardımları temin etme konusunda önemli katkılar sağladı.
- Arama kurtarma çalışmalarında kullanılacak makine ve ekipman eksikliği, çalışmaların son derece yavaş yürütülmesine neden oldu. Depremin ilk dört gününde koordinasyon sorunu hâlâ çözülememiş olduğu gibi barınma ve iaşe sorunlarının da büyük ölçüde devam ettiği görüldü.
- Arama kurtarma faaliyetleri yürüten madenciler günde 20 saat, zaman zaman 50 saat aralıksız çalışarak büyük bir özveri gösterdiler. Ancak barınma ve ulaşım sorunları yaşadılar, araçları bulunmayan ekipler ne yazık ki otostop yapmak zorunda kaldılar. Bu sorunlar, arama-kurtarma çalışmalarına oldukça olumsuz yansıdı.
- Özverili çalışmaya rağmen makine ve ekipman yetersizliği nedeniyle çalışmalarda istenen sonuç elde edilemedi. Özellikle Antakya ve Kırıkhan'da mobil iletişimin sorunun beşinci günde giderilememiş olması, kurtarma ve yardım çalışmalarını etkiledi. Geçen bunca zamana karşın seyyar mobil yapı güçlendirilemedi, iletişim altyapısı geliştirilemedi.
- Madenciler, AFAD ve halk nezdinde başarılı arama-kurtarma çalışmaları yürüttüler. Bulundukları yerlerde arama kurtarma faaliyeti madencilere devredildi, ancak kurtarma çalışmalarında enkaz altından canlı çıkartıldığı sırada AFAD ekiplerinin devreye girerek görüntü alıp sosyal medyada paylaştıkları görüldü.

- Kurtarma çalışmaları sırasında AFAD yetkililerinin yanlış tutum ve davranışları sonuç almada eksiklikler yaşanmasına neden oldu. AFAD'ın kontrolsüz ve kayıtsız faaliyetleri bazı yerlerde aynı enkazlarda çifte çalışmaya neden oldu.
- Madenci kurtarma ekipleri çalışmalarını tamamladıklarında ihtiyaç olan başka il ve ilçelere gitmek istediklerinde "talimat gelmeden olmaz" gerekçesiyle bekletildi, bu durum kurtarma çalışmalarını geciktirdi ve engelledi.
- AFAD'ın enkazın en üst tarafından delik delerek kişiye ulaşma yöntemi hem daha zor gerçekleşti hem de can kaybına neden oldu. Oysa madenciler enkaz içinde madencilik yöntemleriyle alt katlardan galeri açarak ilerledi, hedefe daha hızlı ve zarar vermeden ulaşabildi. Ancak bu farklı müdahale tarzı nedeniyle, AFAD, bazı yerlerde madencilerin arama kurtarma yöntemlerine müdahale etti, daha fazla yurttaşın kurtarılması mümkün olmadı."

Görülüyor ki; Halk Sağlığı Uzmanları Derneği'nin (HASUDER) 6 Şubat 2023 Depremleri Ön İnceleme Raporu ve Cumhurbaşkanlığı Strateji ve Bütçe Başkanlığı'nın hazırladığı 2023 Kahramanmaraş ve Hatay Depremleri Raporu yer alan tespitler; bu çalışmada 6 Şubat Kahramanmaraş Depremlerinin yarattığı kriz döneminde yaşanan koordinasyon yetersizlikleri ve kriz iletişimi sorunlarına dair yapılan durum analizi ile de örtüşmektedir.

SONUÇ

Her koşulda ve her süreçte olduğu gibi kriz dönemlerinde de koordinasyon ve iletişimin etkin bir şekilde uygulanması krizlerin çözümünde büyük önem taşır. Hatta denilebilir ki özellikle kaotik bir süreç olan krizlerde doğru ve çözüm odaklı kararlar alıp bu kararların farklı özelliklere sahip kişi ve kuruluşların işbirliği ile gerçekleştirilmesini sağlamak; yapılanları, olan biteni hedef kitlelerle en kısa sürede doğru bir şekilde paylaşabilmek kriz yönetiminin başarılı olması için hayati önemdedir. Ancak kuşkusuz bu başarı bir kriz anında uygulamaya konulabilecek önceden en ince ayrıntısına kadar çok iyi hazırlanmış bir kriz yönetimi planının varlığı ile de yakından ilişkilidir. Ve bu başarı aynı zamanda bu planı hızla ve soğukkanlılıkla uygulamaya koyacak talimatları verecek ve yönlendirecek yöneticiler ve yetişmiş, tecrübeli insan gücü potansiyeli, güçlü ve geniş makine parkı varlığını da bağlıdır. Ayrıca kriz planının uygulanması esnasında farklı yapılara sahip kişi ve kuruluşları, aynı amaçla aynı doğrultuda aynı anda harekete geçirmek, kriz ekibini oluşturan bu kişi ve kişiler arasında iletişimi sağlamak, gerekli araç gereci hızlı ve yerinde kullanabilmek diğer bir ifade ile eldeki beşeri ve maddi unsurları koordine edebilmek de büyük önem taşır. Aksi takdirde zaten kaosun yaşandığı ve acil müdahaleyi gerektiren kriz ortamında kriz yönetiminden hele başarılı olmaktan bahsetmek mümkün olamaz. Ne yazık ki bunlara ilişkin en acı örnekler hem 17 Ağustos Marmara Depremi'nde hem de 6 Şubat Kahramanmaraş Depremlerinde yaşanmıştır.

Öte yandan kriz dönemlerinde yaşanan belirsizlikler, dedikodu ve söylentilerin geleneksel medya ile birlikte günümüzde daha etkili olarak kullanılan dijital medya mecralarında hızla yayılıp paylaşılmasının iletişimin medya ilişkileri boyutu bağlamında sorunlar yaratması söz konusudur. Oysa kriz yönetiminin başarılı olması kriz iletişiminin etkin ve başarılı kullanımını gerekli kılar. Bu nedenle kriz yönetimi planları hazırlanırken etkili bir koordinasyonun yanı sıra kriz iletişimine özel önem vermek gerekir. Zira kriz iletişimi sadece kriz ile ilgili olarak kamuoyuna bilgi vermek amacı ile değil, kriz yönetiminin bütün paydaşları arasında güçlü bir koordinasyonun sağlanması için de gereklidir. Nitekim kriz iletişiminin bu işlevinin ne kadar önemli olduğu 6 Şubat Depremlerinde ve daha önceki depremlerde yaşanılan koordinasyon eksiklikleri ve yetersizliklerde net bir şekilde görülmüştür.

6 Şubat Kahramanmaraş depremlerinin önemli sonuçlarından biri de kriz iletişiminin örgütler arası bağ kurma (network) boyutu bağlamında krize müdahale etme yetkisinin sadece bir merkezde AFAD'da toplanmasının yanlış olduğunu göstermesidir. Bütün yetkinin tek bir

merkeze (AFAD'a) ait olması; krize müdahale eden kuruluşlarla bağlantı kurmada yetersiz kalınmasına; gereksiz zaman kayıplarına ve ne yazık ki enkazlara geç müdahaleye; bölgeye ulaşması gereken kaynakların da dağıtımında eksikliklerin yaşanmasında etkili olmuştur. Nitekim, AFAD'ın başında bir yönetici bulunmasına rağmen; aynı zamanda Kızılay'ında başkanlığını yapmış olan eski AFAD Başkanı Mehmet Güllüoğlu'nun Tanzanya Büyükelçisi olduğu yurt dışındaki görevinden geri çağrılması ve Güllüoğlu'nun sosyal medya hesabından "Adana'dayız. Dışişleri göreve çağırdı, AFAD ve Adana Valiliği olarak yurtdışından gelen yardımları koordine ediyoruz." (Güllüoğlu göreve çağrıldı,2023) mesajını paylaşması AFAD'ın ve yönetiminin krizdeki yetersizliğinin bir başka göstergesi olarak değerlendirilebilir. Öte yandan kâr amacı taşımayan bir başka yardım kuruluşu olan Kızılay'ın depremzedelere ulaştırması gereken çadırları ve yiyecek konservelerini satması ise kamuoyunda eleştirilere neden olmuş; kuruluşu tartışılır hale getirmiştir. Nitekim Cumhurbaşkanı'nın televizyonda yayınlanan bir programda Kızılay ile ilgili sorulan bir soruya "üzüldüm" ifadesini kullanmasının ardından Kızılay başkanı görevinden istifa etmiştir.

6 Şubat Depremleri AFAD'ın deprem gibi her türlü afet durumlarında tek yetkili olmasının yaşattığı sıkıntılar ülkemizde bu konularda daha etkili ve daha kapsamlı müdahaleleri ve gerekli koordinasyonu sağlayacak bir afet ve kriz yönetimi bakanlığının ne kadar gerekli olduğunu göstermesi bakımından son derece değerlidir. Bu bağlamda Kızılay'ın yapısı ve yönetimi gözden geçirilerek kuruluşun amacına uygun olarak yeniden yapılandırılması gereğini de ortaya çıkarmıştır. Yaşanan depremler sivil savunma teşkilatlanmasının da ülke genelinde kamu ve özelde yaygın ve etkili bir şekilde oluşturulmasının önemini bir kez daha göstermiştir. Bu bağlamda çok sayıda insanımızı enkaz altından kurtaran madencilerimizin kurtarma çalışmalarında uyguladıkları başarılı tekniklerine kurtarma ekiplerinin eğitimlerinde mutlaka yer verilmelidir..

Depremlerin yarattığı kriz sürecinde medya; kurtarma çalışmalarında ekipleri aldığı ihbarla yönlendirerek, talepler doğrultusunda yardımların doğru yer ve kişilere ulaşmasını sağlayarak adeta bu konuda yaşanan koordinasyon ve iletişim sorunlarına çözüm bulmada başarılı bir performans sergilemiştir. Ülkemizin jeolojik yapısı deprem gibi doğa olaylarının her zaman yaşanabileceğini göstermekle birlikte, aynı zamanda bu tür doğa olaylarının en az zararla atlatılabilmesi, bu olayların bir afete dönüşmemesi için gerekli olan sağlam yapıların inşasına ve mevcut olanların sağlamlaştırılmasına ilişkin gerekli tedbirlerin bir an önce ivedilikle alınmasının önemi 6 Şubat depremleri ile bir kez daha anlaşılmıştır.

6 Şubat'ta yaşanan depremler ülke insanın ne kadar kısa sürede ve kendiliğinden koordine olabildiğini, sivil inisiyatif kullanabilme yeteneğini Kurtuluş Savaşı'ndan bu yana hiç kaybetmediğini hatta geliştirdiğini hem bu konuyla ilgili kişi ve kurumlara hem de tüm dünyaya bir kez daha göstermesi bakımından da örnek olmuştur.

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Çağdaş Türk Sanatında Orta Asya Türk İmge ve Motiflerinin Kullanımında Hüsamettin Koçan'ın Yeri ve Önemi

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ÖZET

Çağdaş ve geleneksel sanatı bir araya getirerek ortak bir dil oluşturan Hüsamettin Koçan, Çağdaş Türk Sanatı özelinde yöresel ve milli kültür değerlerini gelecek nesillere aktarılmasına önemli katkılarda bulunmuştur. Bir sanatçı olmanın yanında müzecilik faaliyeti içinde de yer alan Koçan, çeşitli eğitim-öğretim faaliyetlerinde, fuarlarda, bianellerde, sergilerde ve atölye çalışmalarında yer almış ve çeşitli ülkelerde araştırmalar yapmıştır.
Hüsamettin Koçan Orta Asya Türk inanç sistemleri ve eski Türk toplumlarının ortaya çıkardığı sanat eserleri ile günlük eşyalar üzerindeki süslemelerden etkilenerek Çağdaş Türk Sanatına aktarımlar gerçekleştirmiştir. Ortaya çıkarmış olduğu yapıtlara bakıldığında Orta Asya Türk imge ve motiflerinin baskınlığı ciddi bir şekilde görülmektedir. Bunun yanında Koçan, Orta Asya'dan Anadolu'ya gelen Türkler aracılığı ile aktarılan kültürel kodları biçim ve üslup bakımından ustalıkla aktarım yapmıştır. Ayrıca Anadolu'nun kültürel mirasından da etkilenen sanatçı gelenekten yararlanarak Batı sanatı tekniklerini sentezleyerek sanatsal çalışmalar yapmıştır.
Sembolik bir şekilde sanat çalışmaları yapan Koçan, bulunduğu toplumun kültürel yapısının yanında coğrafyanın etkisini de ele almıştır. Bunun yanında geleneksel estetiğin etkisini çağdaş bir şekilde yorumlayan sanatçı, birleştirici bir görev içinde sanat eserlerini ortaya koyarak insan sorgulamasını inanç, kültür ve sanat ekseninde yeniden yorumlamıştır. Bu yorumlamalar ile kendi toplumuna ait Türk Kültürünü insanlığa mal etmeye çalışmıştır.

Anahtar Kelimeler: Çağdaş Türk sanatı, Hüsamettin koçan, Orta asya imge ve motifleri.

The Place and Importance of Hüsamettin Koçan In The Use of Central Asian Turkis Images and Motifs In Contemporary Turkish Art

ABSTRACT

Hüsamettin Koçan, who created a common language by bringing together contemporary and traditional art, made significant contributions to transferring local and national cultural values to future generations, especially Contemporary Turkish Art. Koçan, who is involved in museology as well as being an artist, took part in various educational activities, fairs, biennials, exhibitions and workshops, and conducted research in various countries.
Hüsamettin Koçan was influenced by the Central Asian Turkish belief systems and the artworks created by ancient Turkish societies and the decorations on daily items, and transferred them to Contemporary Turkish Art. When we look at the works he has created, the dominance of Central Asian Turkish images and motifs is seriously seen. In addition, Koçan skillfully transferred the cultural codes transmitted by the Turks who came from Central Asia to Anatolia in terms of form and style. In addition, the artist, who was influenced by the cultural heritage of Anatolia, made artistic works by synthesizing Western art techniques by making use of tradition.

Koçan, who works on art in a symbolic way, also discussed the influence of geography as well as the cultural structure of the society in which he lived. In addition, the artist, who interpreted the effect of traditional aesthetics in a contemporary way, reinterpreted the human questioning in the axis of belief, culture and art by revealing works of art in a unifying task. With these interpretations, he tried to attribute the Turkish culture of his own society to humanity

Keywords: Contemporary Turkish art, Hüsamettin koçan, Central Asian images and motifs.

1. GİRİŞ

1.1 . Problem Durumu

İnsanlık tarihinde mühim keşiflerden olan sanat, dönemler boyunca yaşamın arkasından hep gelmiştir. Sanat, bu gelişiyle hem ümit olmuş hem de yaşamın devam etmesini sağlamıştır. Sanat diğer iletişim araçlarından farklı olarak başka bir iletişim meydana getirerek su yüzüne çıkmamış duygulara ve ifadelere aracılık yapmıştır. Güzel sanatlar alanında görsel sanatlar, uygulamasıyla, yapısıyla ve diliyle diğer alanlardan ayrışmaktadır. Bununla insan ruhunun bir ürünü olarak sanat, estetik ve kendine has bir çalışma ortaya çıkarma amacını taşır. Amaçlanan oluşum olarak sanat nesnesi hem kavramsal hem kuramsal hem teknik hem de estetik özellikleriyle yapıt özelliğine kavuşacak biçimde olmalıdır. Onu üreten sanatçı adayı entelektüel birikimi ile eserini açıklayabilmeli, gerektiğinde savunabilmelidir (Ocak Karakuş, 2016).

Tarihin akışı içinde sanat, çeşitli manalar elde etmiş ve zaman içinde varlık göstererek bir dili anlamlandırmaya çalışmıştır. Dolayısıyla sanat, bazen bir tabiatın yansıması, bazen bir topluluğun aynası, bazen duygu ve düşüncelerin ifade edilmesi bazen de forma yönelik ifade amacını taşır. Bu bağlamda farklı çağların veya dönemlerin bakış açılarının ve algılama tarzının sanatın anlamı üzerinde etkili olmuştur (Karaman Güvenç, 2019, s. 1).

Sanat, insanoğlunun bizatihi kendisini fark etmesi, değiştirmesi, dönüştürmesi ve tasarlaması açısından bir ifade sürecidir. Bu sürecin neticesinde insan, başkalarının vasıtasıyla kendini fark ettiği, varlığını ortaya koyarak kanıtladığı, engelleri aşarak kendi farkındalığına vardığına ifade edebiliriz. İnsan, kendisinin yarattığı bir *"imgeler ekolojisiyle"* sanatçı gerçekliği ve kendisinin içinde yer aldığı kendi dünyasını yeniden kurar (Bozkurt, 2014, s. 9-10).

1.2. Problem Cümlesi

- Çağdaş Türk Sanatı'nda Orta Asya Türk imge ve motif kullanımında Hüsamettin Koçan'ın yeri ve önemi var mıdır?

1.3. Alt Problemler

- Çağdaş Türk Sanatı'nda imge ve motif kullanımı var mıdır?
- Çağdaş Türk Sanatı'nda Hüsamettin Koçan Orta Asya Türk imge ve motiflerini kullanmış mıdır?

2. Çağdaş Türk Sanatı

İnsanın tarih sahnesinde yer alması kadar sanat da eskidir ve insanın güzeli arama duygusundan kaynaklanan bir olgudur. Duyu organları aracılığıyla anlamlamaya ve kavramaya yol açan her türlü konu sanata ait olabilir. Sanatı yapan kişinin ilgisini kazanan konu, sanatçı tarafından yorumlanarak dış dünyaya yansıtılır (Ballı, 2005, s. 13). Dolayısıyla sanat vasıtasıyla sosyal ve kültürel ortamların biçimlenmesinde ortaya çıkan ana normlar sentezlenerek meydana gelir. Ayrıca alışılmışın dışına çıkılarak ortaya koyma durumu kişiye farklı bakabilme becerisi kazandıracak temel birikim ve değerdir (Akbulak, 2006, s. 29).

Asya'nın coğrafi merkezinde başlayan, Selçuklu ve Osmanlı ile ilerleyip gelişerek aktarılan kültür hayatı, zamanla farklılaşarak Batı tesirine girmiş ve Türk kültürünün sanat dallarında da değişim meydana gelmeye başlamıştır (Kıyar, 2007, s. 1). Bir çok medeniyetin üzerinde var olan Türkler yaşam alanlarının şartlarında kültür hayatını meydana getirmiş ve bu yönde

çalışmalar meydana getirmiştir. Kendi hayat alanlarına güzellik katmaya çalışan Türk sanatçıları, sanatsal çalışmalarla Türk estetiğini meydana getirmiştir (Uz, 2012, s. 66).

Türk sanatı kültürel mirası ve varlığına dönük yaklaşımların kıymetli hale geldiği devir, Cumhuriyet'in ilk evreleridir. 1840'lı yıllardan itibaren Ahmet Fethi Paşa ile kültür mirası ve varlığı ile alakalı pozitif adımlar atılmış ve Cumhuriyet'in ilanıyla birlikte bir taraftan arkeolojide diğer taraftan sanatta ilerleme ve değişmeler gerçekleşmiştir (Göğebakan, 2016, s. 95).

Cumhuriyet Dönemi ile Türk Sanatı değişimlere uğrayarak ulusal ve Batılı değerlerin sentezleme arayışı içinde çift amaçlılığın çelişkisi genel olarak form ve içerik ayrımında çözülmeye çalışılmıştır (Erzen, 2018, s. 30). Bu dönemde sosyolojik, ekonomik, eğitim, millet bilinciyle rollerde yaşanan değişme ve gelişme ile Türk kültür ve sanat strüktürünün esaslarını da meydana getirmeye başlamıştır (Akbulak, 2006, s. 28-29).

Bu süreçte devam eden kültüre ait zenginlik özellikle resim sanatında kullanılacak çok mühim imgeler olma niteliğini kazanmıştır. Cumhuriyet ile başlayan ve devam eden zamanda bir çok çağdaş Türk ressamı bu değerleri çalışmalarında resimsel bir imge olarak kullanılmıştır (Göğebakan, 2016, s. 96). Bu doğrultuda çağdaş Türk sanatında yer alan Türklere ait kültürel imge ve motiflerinde farklı ifade ve anlatım dillerinin kullanılmasıyla çağdaş Türk sanatında gelişim ve ilerleme sürecine girerek kimlik arayışına katkı sağlamıştır (Mercan, 2018, s. viii). Ayrıca kültür dikkate alınarak insana ait duygusal, zihinsel, dini faaliyetleri neticesinde meydana gelen değerler, yaratılar ve kuşaktan kuşağa aktarılan davranışlarla estetik seviyede yaratılan sanatı ortaya çıkarmıştır (Armağan, 1992, s. 195).

3. Hüsamettin Koçan (1946-)

Türkiye'nin Bayburt ilinde 1946'da hayata gözlerini açan Hüsamettin Koçan, Devlet Tatbikî Güzel Sanatlar Yüksek Okulu Resim Bölümü'nden mezun olmuştur. Sanat eğitimci olarak üniversitelerde görev alan Koçan, ülkemizde çeşitli sanatsal faaliyetler yer alarak fuarlara, bianellere, sergilere ve atölye çalışmalarına katkı sağlamıştır. Bunun yanında müzecilik çalışmalarına katılmış 2005 yılında Baksı Müzesi'nin oluşumuna büyük katkı sağlamıştır.

Görsel-1: Baksı Müzesi

Hüsamettin Koçan Anadolu'nun tarihindeki kültürel katmanları ve aralarındaki girişkenlikleri bir zenginlik olarak benimsemiştir. Sembolik öğeler ile eserlerine yansıtsa da özellikle biçimleri kavramlarla kullanmaktaki ustalığı önemlidir. Sanatçının eserlerinde Şamanizm'e ait birçok görüntü zamansal olarak bizi o ana taşımakla kalmaz, aynı zamanda geleneğe ait birçok

kavrama referanslar vermemizi sağlar. Bu nedenle sanatçının işleri, sanatçının gelenekten yararlandığını göstermektedir (Abatay ve Atalay, 2021, s. 93).

Görsel-2: *Figüratif Kompozisyon,* Hüsamettin Koçan, T.Ü.K.T.

Hüsamettin Koçan erken dönem resimlerinde olduğu gibi bugün de sanatında, beden, insan sorgulanmasının önemli olduğu açıktır. Sanat anlayışı üzerinde yapılacak bir araştırmada, düşünce ifadesinde insana başvurduğu, yapıtların merkezinde insan bedeni veya bedene dair parçaların yer aldığı anlaşılabilir. Hüsamettin Koçan ilk dönem çalışmalarında, lokal ışık etkileriyle insan bedeninin anatomik ögelerini, soyut biçim anlayışı düzeyinde yer alır. Renkçi anlayış ön plana geçtiği, figür formunun giderek azaldığı resimlerinde, soyut formların temel motiflerinin benimsendiği yeni bir anlayış ortaya koyar (Öztütüncü, 2015, s. 170).
Ayrıca, resimlerindeki imgeler, biçimler, spontane renk lekeleri, çiçek ve yapraklar da Koçan'ın çalışmalarında yer alırlar. Resimlerinin çıkış noktası ne olursa olsun anlatmak istediği olgu yaşadığı toplumun geleneği, coğrafyası üzerine kurulu simgelerdir (Öztütüncü, 2015, s. 172). Koçan'ın *"Anadolu'nun Görsel Tarihi"* ismiyle adlandırılan bu kapsamlı projesi, Türk halk resimleri incelemelerinden kaynaklanmaktadır. Koçan, tarihi görselleştirmeye yönelik bu proje kapsamında araştırmalarını Anadolu'daki üç temel kaynak olan İslam, Orta Asya ve Anadolu kültürleri üzerinde yoğunlaştırmıştır (Rona, 1997, s. 1033).
Geçmiş kültürün mirasında olan bağların kültürel bozulma neticesinde yok olamayacağının ispatına çalışan Hüsamettin Koçan'ın güncel sanat dilini kullandığı görülmektedir. Genel olarak Koçan'ın sanatı güncel olandan hareketle geriye doğru baktığını ve kültür verilerinin temelindeki birleştirici öğeleri aradığını ve bu bağlamda bugünkü model ile kültürel veriler arasındaki ilişki çerçevesinde, modelin sorgulandığından söz edilmiştir (Tekin, 2007, s. 101).
Hüsamettin Koçan erken dönem resimlerinde olduğu gibi bugün de sanatında, beden, insan sorgulanmasının önemli olduğu görülmektedir. Sanat anlayışı üzerinde yapılacak bir araştırmada, düşünce ifadesinde insana başvurduğu, yapıtların merkezinde insan bedeni veya bedene dair parçaların yer aldığı fark edilebilir (Öztütüncü, 2015, s. 170).
Modern ile iç içe; ancak gelenekten kopmadan bu üretimin devam etmesinin gerekliliği üzerinde durmaktadır. Koçan'ın sergilerinde kullandığı geçmişe ve geleneğe olan bağını dile getirmesini sağlayan imgeler ve nesneler, bir anlamda geleneksel estetiğin etkileşimidirler (Mercan, 2018, s. 70). Sanatçı, eserlerinde Şamanizm'e ait birçok kavramı ustaca yeniden yorumlamıştır. Şamanizm'in Anadolu ve Orta Orta Asya Türk kültüründe önemli bir yere sahip

olduğu ve günümüzde bile bu inancın kültürel olarak devam ettirildiğini söyleyebiliriz. Bunu gözlemleyen sanatçı görsel bir takım nesne veya görüntüleri yeniden yorumlamıştır. Bu bağlamda el veya bedene ait parçalara dinsel, mitolojik anlamlar da yüklenerek çağdaş resimsel metafizik bir eser yaratır. Bu resimler alıntı yapılan birtakım görüntüleri alabildiği gibi, biçimsel açıdan da çeşitli referanslar yapmaktadırlar. Sanatçı geleneğe ait simgeleri dönüştürür, yorumlar ve kendi kültür birikiminden esere aktarır. Sanatçı için Türk kültürünün geçmişi, geleceği ve bugünü insanlığa aittir (Abatay ve Atalay, 2021, s. 90).

Görsel-3: *Çember Ay Sapan Serisinden,* Hüsamettin Koçan, T.Ü.K.T.

Bazı resimlerinde ise Koçan, sürdürmüş olduğu tanıdık resimleri yerine farklı biçim ve bağlamlarda kullandığı çember, ay ve sapan motifleri ile karşımıza çıkmaktadır. Ay, Çember ve Sapan serisinde çocukluğunun, çobanlığın bir gereci olan oyuncağı sabanı açıklar. Sapan lastiğinin gerildiği kısım "Y" biçiminde tasvir ederek hayat ağacı ile ilişkilendir. Şaman'ın davuluna karşılık gelen çember ise insanın yazgısı döngüsü kavramlarıyla ilişkilendirilmiş olunan Ay ile bütünleştirilir… Genel anlamıyla Hüsamettin Koçan'ın resimlerinde kullandığı Şamanist inanca ait birçok imgenin, sanatçının eserlerinde resim düzleminde plastik öğeler olarak karşımıza çıktığı anlaşılmaktadır (Öztütüncü, 2015, s. 175- 176).

4. SONUÇ VE DEĞERLENDİRME

Geçmiş dönemlere ait kültürel ve sanatsal biçimler ile çağdaş sanatı bir araya getirerek ortak dil oluşturma sürecine giren Hüsamettin Koçan, Çağdaş Türk Sanatı'nda yöresel ve millî kültüre ait değerleri araştırmış, irdelemiş ve gelecek nesillere aktarımını sağlamıştır. Sanatçı kimliğinin yanında müzecilik faaliyetlerine katkı veren Koçan, çeşitli eğitim-öğretim faaliyetlerinde de yer almış fuarlara, bianellere, sergilere, atölye çalışmalarına katkı vererek çeşitli ülkelerde incelemeler ve araştırmalar yapmıştır.

Orta Asya Türk inanç sistemlerine ve eski Türk kavimlerinin ortaya çıkardığı sanat eserleri ile günlük yaşamda kullanılan eşyalardaki süslemeleri ele alarak Çağdaş Türk Sanatına aktarımlar yapan Hüsamettin Koçan, ortaya çıkardığı eserlerle ile Orta Asya Türk imge ve motiflerinin

baskınlığını ciddi bir şekilde hissettirmiştir. Ayrıca Koçan, Orta Asya'dan Anadolu'ya gelen Türkler vasıtasıyla aktarılan kültürel kodları biçimsel ve üslup yönünden araştırmış ve aktarım yapmıştır. Bunun yanında Anadolu'da var olmuş kültürel mirasından da aktarımlar yapan sanatçı gelenekten faydalanarak Batı Sanatı teknikleri ile sentezlemeler gerçekleştirmiş ve sanatsal çalışmalar ortaya koymuştur.

Çalışmalarında sembolik unsurlara yer veren Koçan, yer aldığı toplumun kültürel yapısına ilaveten coğrafyanın etkisini de ele almış ve geleneksel estetik anlayışın etkisini çağdaş bir yorumla ele alarak birleştirici bir görev üstlenmiştir. Sanat eserleriyle insanı ele almış ve inanç, kültür ve sanat ekseninden yeniden yorumlamıştır. Bu yorumlamalar ile kendi toplumuna ait Türk Kültürünü evrenselliğe yol alması için gayret göstermiştir.

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Görsel-1: https://www.bayberd.com/upload/1621800339.jpg (erişim tarihi: 14.06.2023, erişim saati: 20.30).

Görsel-2: https://img.artam.com/storage//images/auctions/35/4285/21612/husamettin-kocan-1946-figuratif-kompozisyon.jpg (erişim tarihi: 14.06.2023, erişim saati: 20.37).

Görsel-3: http://www.turkishpaintings.com/content/mod_images/painters/works/large/z_husamettin_kocan363.jpg (erişim tarihi: 14.06.2023, erişim saati: 20.48).

Diplomasinin Dönüşümü Dijital Diplomasi: Türkiye ve Dünyadan Örnekler

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ÖZET

Diplomasi, dış politikada sorunların barışçıl yöntemlerle ve müzakereler yoluyla çözülmesini ifade etmektedir. İletişim teknolojisinin hızla gelişimi iletişimi de küreselleştirmiştir. Bu gelişmeler tüm alanlara sirayet ederek değişimi başlatmıştır. İletişim teknolojilerinin ilerlemesine bağlı olarak mekân ve zaman sınırları kaldırarak gruplar ve bireyler arasında anında iletişim kurulmasına imkân vermektedir. Bu bağlamda diplomasinin yaygınlaşmasına ve dijitalleşmesine neden olmuştur. Erişilebilir bir dijital dünyanın varlığıyla birey ve kurum arasındaki etkileşim de dijitalleşmiş, şeffaflaşmış ve iletkenliği artmıştır. Dış politika uygulayıcıları da bu dijital hıza ayak uydurmuş, sosyal medya ve interneti diplomaside de aktif olarak kullanmışlardır. Bu çalışma genel olarak teknolojideki ilerlemenin diplomasiye olan etkilerinin incelenerek, bu ilerlemenin bir sonucu olan "dijital diplomasi" kavramına açıklık getirmektir.

Anahtar Kelimeler: Diplomasisi, Dijital Diplomasi, Sosyal Medya

Transformation of Diplomacy Digital Diplomacy: Examples from Türkiye and the World

ABSTRACT

Diplomacy refers to the resolution of problems in foreign policy through peaceful methods and negotiations. The rapid development of communication technology has also globalized communication. These developments spread to all areas and started the change. It allows instant communication between groups and individuals by removing the time and space limits depending on the progress of communication technologies. In this context, it has led to the spread and digitalization of diplomacy. With the existence of an accessible digital world, the interaction between the individual and the institution has also become digitalized, transparent and its conductivity has increased. Foreign policy practitioners have also kept up with this digital speed, and social media and internet are actively used in diplomacy. This study aims to clarify the concept of "digital diplomacy", which is a result of this progress, by examining the effects of advances in technology on diplomacy in general.

Keywords: Diplomacy, Digital Diplomacy, Social Media

GİRİŞ

Günümüzde dijital teknolojilerin hızla gelişmesi ve internetin yaygınlaşmasıyla birlikte, birçok alanda büyük dönüşümler yaşanmaktadır. Bu dönüşümlerden biri de diplomasinin dijitalleşmesidir. Geleneksel diplomasinin yerini alan dijital diplomasi, ülkelerin uluslararası ilişkilerini yönetme ve iletişim kurma yöntemlerini değiştirmiştir.
Türkiye ve dünyadaki birçok ülke, dijital diplomasiyi kullanarak etkili bir şekilde iletişim kurmayı ve küresel düzeyde etkilerini artırmayı hedeflemektedir. Dijital diplomasi, sınırları aşarak, hızlı ve etkili iletişim sağlayarak, bilgiyi paylaşarak ve diğer ülkelerle etkileşimde bulunarak bir ülkenin politik, ekonomik ve sosyal hedeflerini desteklemektedir.
Türkiye'nin dijital diplomasi alanında önemli adımlar attığı görülmektedir. Özellikle Türkiye'nin Dışişleri Bakanlığı, dijital diplomasi stratejilerini benimsemiş ve sosyal medya gibi dijital platformları aktif bir şekilde kullanmaktadır. Dışişleri Bakanlığı, Twitter, Facebook, Instagram gibi sosyal medya hesapları üzerinden Türkiye'nin politikalarını, hedeflerini ve değerlerini uluslararası topluma duyurmayı amaçlamaktadır. Ayrıca Türkiye, dijital diplomasiyi kültürel diplomasiyle birleştirerek, Türk kültürünü ve sanatını uluslararası arenada tanıtmak için çeşitli dijital platformlar kullanmaktadır.
Dijital diplomasi, geleneksel diplomasiye dijital iletişim ve teknolojinin entegrasyonunu ifade eden bir kavramdır. Günümüzde, iletişim ve teknolojideki hızlı ilerlemeler, dijital diplomasiyi uluslararası ilişkilerde önemli bir faktör haline getirmiştir. Dijital diplomasi, devletlerin, diplomatik misyonların ve uluslararası aktörlerin dijital platformlarda etkili bir şekilde iletişim kurmalarını ve bilgi alışverişinde bulunmalarını sağlamaktadır.
Dijital diplomasinin temel amacı, devletlerin ve uluslararası kuruluşların politikalarını ve çıkarlarını tanıtmak, diğer ülkelerle ilişkilerini güçlendirmek ve sürdürmek, uluslararası ittifakları ve işbirliklerini teşvik etmek ve ulusal çıkarlarını korumaktır. Bu amaçla, dijital diplomasi çeşitli araçları kullanır, bunlar arasında sosyal medya, web siteleri, bloglar, dijital yayınlar, e-posta bültenleri, video konferanslar ve çevrimiçi toplantılar yer almaktadır.
Dijital diplomasi, iletişim ve bilgi alışverişindeki hızı ve etkinliği artırarak diplomatik ilişkilerin geliştirilmesine olanak tanır. Sosyal medya platformları, devletlerin liderlerinin ve diplomatik misyonlarının doğrudan halklarla etkileşimde bulunmasına, politikalarını ve görüşlerini paylaşmasına ve geniş kitlelere ulaşmasına imkân sağlar. Bu sayede, devletler arasındaki iletişim ve anlayış artar, kültürel diplomasiye olanak sağlar ve sivil toplum kuruluşları ve diğer aktörlerle daha yakın ilişkiler kurulmasını sağlar.
Ancak dijital diplomasi aynı zamanda zorluklar da sunmaktadır. Bilgi güvenliği, siber saldırılar ve propaganda gibi konular, dijital diplomasiyi olumsuz etkileyebilir. Ayrıca, dijital diplomasi, kültürel farklılıklar, dil bariyerleri ve erişim engelleri gibi zorluklarla da karşılaşabilir. Bu nedenle, dijital diplomasiyi etkili bir şekilde kullanmak için teknolojik yeterlilik, kültürel duyarlık ve iletişim becerileri gerekmektedir.
Dijital diplomasiyi geleneksel medyadan ayıran temel özellikler arasında anındalık, karşılıklı etkileşim ve çift yönlü iletişim sayesinde hedef kitle ile doğrudan temas kurabilme gibi faktörler yer almaktadır(Yıldırım, 2022:1) Sonuç olarak, dijital diplomasi, uluslararası ilişkilerde iletişim ve teknolojinin giderek daha önemli hale geldiği bir alandır. Dijital diplomasi, devletlerin ve uluslararası aktörlerin dijital platformlarda etkili bir şekilde iletişim kurmalarına ve ilişkilerini güçlendirmelerine olanak sağlar. Ancak, dijital diplomasiyi etkili bir şekilde kullanmak için güvenlik, kültürel duyarlık ve iletişim becerileri gibi faktörlerin dikkate alınması önemlidir.
Sonuç olarak, dijital diplomasi giderek daha önemli hale gelmektedir. Türkiye ve dünyadaki birçok ülke, dijital diplomasi stratejileriyle uluslararası ilişkilerini yönetmeye ve etkilerini

artırmaya çalışmaktadır. Sosyal medya, dijital platformlar ve teknolojik araçlar, ülkelerin hedeflerini tanıtmak, politikalarını savunmak ve küresel düzeyde etkileşimde bulunmak için önemli bir rol oynamaktadır.

1. Diplomasi Kavramı

Literatürde diplomasinin kelime ve kavram olarak birçok tanımı vardır. Kökeni Eski Yunancadaki 'diploma'dan doğan ve ikiye katlamak anlamına gelen kelime, Eski Yunan ve Roma İmparatorluğu dönemlerinde devlete ait belgelerin katlanış biçimlerinden ötürü bu adı almıştır. (Baştan, 2016: 18) Süreç içinde devlete ait belgeleri korumak, düzenlemek ve deşifre etmek için ehil kişilere gerek duyulmuş ve diplomasi kavramı bu şekilde 18. yüzyıla kadar "belgeleri inceleme bilimi" anlamında kullanılmıştır. (Tuncer, 2009: 13)

Diplomasiyi uluslararası ilişkilerin yürütülmesi anlamında ilk kez 1796 yılında İngiliz Devlet Adamı Edmund Burke kullanmıştır. Burke kavramı, devletlerarası ilişkilerin ve görüşmelerin yürütülmesinde uygulanan beceri ve taktik anlamında kullanmıştır.(Etzold, 1977: 125)

Zamanla da "geleneksel diplomasi" olarak adlandırılan diplomasi Türk Dil Kurumu(TDK) sözlüğünde Uluslararası ilişkileri düzenleyen anlaşmalar bütünü; yabancı bir ülkede ve uluslararası toplantılarda ülkesini temsil etme işi ve sanatı; bu işte çalışan kimsenin görevi, mesleği; bu görevlilerin oluşturduğu topluluk olarak tanımlanmaktadır. Oxford İngilizce sözlüğüne göre diplomasi "uluslararası ilişkilerin müzakerelerle yürütülmesi; bu ilişkilerin büyükelçi ve elçilerle yürütülmesi, diplomatların işi ve sanatıdır.

Encyclopedia Britannica 'da diplomasi; uluslararası ilişkileri yönetme konusunda yerleşik yöntem veya uluslararası ilişkileri, başlıca müzakereler yoluyla yönetme sanatıdır. Diplomasi bir devletin veya uluslararası hukuk süjesinin dış politikasına ilişkin spesifik eylemler ve yöntemler bütünü şeklinde de tanımlanabilir.(Reçber, 2011: 3-4)

Gündelik ve akademik olarak bakıldığında diplomasi kavramının çerçevesi epey geniştir. Hemen hemen her siyasetçinin, teorisyenin, devlet başkanının, bakanın hatta her diplomatın buna kendince bir tanımı vardır.

Diplomasi kavramı; geleneksel şekilde "Birbirlerinin bağımsızlığını tanıyan siyasi varlıklar arasındaki müzakere süreci" olarak tanımlandığı gibi (Watson, 1984: 33) "Devlet kurumları arasındaki ilişkilerin dünya siyasetinde resmi ajanlar ve barışçıl yollarla sürdürüldüğü davranışlar" (Bull, 1997: 156) olarak da tanımlamaktadır.

En genel tanımıyla diplomasi; en az iki devletin karşılıklı potansiyel sorun teşkil edebilecek konularda karşılıklı diyalog ve müzakere yöntemiyle bu sorunları çözmeye yönelik her türlü uğraşını ifade eder. Bu diyalog ve müzakere dili çoğu zaman devletlerin gücüne dayanmaktadır.

1.1. Diplomasi Türleri

1.1.1 Ad Hoc Diplomasi

Tarihte diplomasinin ortaya çıktığı ilk şekil bugün için "ad hoc diplomasi" olarak isimlendirilmektedir. Başka bir deyişle, henüz sürekli elçi olmayan diplomasi temsilcileri belirli görevleri yerine getirmek için seçilirler ve görevin bitmesiyle geri dönerlerdi. Diğer diplomasi türleri arasında en eski tarihe sahip olan bu diplomasi türü, ilk olarak eski Yunan kent-devletlerinde görülmüştür. Verilen emri unutmayacak güçlü bir belleğe ve haberi yüksek sesle olabildiğince geniş bir alana iletecek gür bir sese sahip olması beklenen bu dönemdeki diplomatlar, genelde haberci olarak tanımlanırlardı. Hatta "Tanrıların habercisi" olarak da bilinen antik dönemin diplomatlarının güçlü belleklerini ve gür seslerini Tanrı Hermes'ten aldıkları anlatılırdı. (Tören, 2014: 102).

Bu diplomasi türü, özellikleri nedeniyle akademik çevrede tek-taraflı ve geçici diplomasi olarak da bilinmektedir. Tarihteki bu ilk diplomasi örneğiyle birlikte zamanla bilhassa 1600'lü yıllarda İtalyan şehir devletlerinde birbirleri nezdinde sürekli diplomatik kurumlar bulundurmak anlamına gelen "sürekli diplomasi" ye geçiş görülmeye başlanmıştır (Tuncer, 1997: 18).

1.1.2. Konferans Diplomasisi

Avrupa ülkelerinin sorunlarını toplantılarla çözdüğü "konferans diplomasisi", 1815'te Viyana Kongresi sırasında ortaya çıkmış ve Avrupa ülkeleri sorunlarını çeşitli başkentlerde düzenlenen konferanslarda çözmeye çalışmıştır. Genelde devletlerarası diplomatik ilişkilerde başarılı bir yöntem olan konferans diplomasisi, ikiden fazla devlet temsilcisinin sorunlarını çözmek amacıyla bir araya gelmesiyle oluşmaktadır (Sancar, 2012: 12). Günümüzde bu diplomasi daha çok kendi tarzında uygulanmakta ve örtülü diplomasiye tepki olarak açık diplomasi yaygınlaşmaktadır. 20. yüzyılın başında, özellikle dönemin Amerikan başkanı Woodrow Wilson tarafından teşvik edilen bu tür diplomasinin gelişimini etkileyen iki ana neden vardır. Birincisi, genel olarak katılımcı demokrasinin sınırlarının genişlemesiyle açık diplomasi, ikincisi ise konferans diplomasisi gibi gizli yapılmayan diplomasi türlerinin yaygınlaşmasıyla kaçınılmaz hale gelmiştir (Sönmezoğlu, 2010: 6).

1.1.3. Zirve Diplomasisi

Zirve diplomasisi, en bilinen zirvelerden biri olan Davos Zirvesi örneğinde görüldüğü gibi, ülkelerin fikir ve politikalarını yaymalarına olanak sağlayan, iyi planlanmış profesyonel forumlardır. Çünkü bu zirvelere ülkelerin en yetkili devlet adamları katılmakta ve tüm dünya izlemektedir. Bu ise geniş bir hedef kitlesine yönelik olarak devlet adamlarına, kendi politikalarının propagandasını yapmak için büyük bir fırsat sunmaktadır (Tören, 2014). Örneğin; 2009'da "One Minute" çıkışı yerel seçimler öncesi AK Parti seçmenleri ve muhafazakâr-milliyetçi kesim üzerinde olumlu etki yaratsa da, dış politika açısından İsrail ile ilişkilerde gerilim yükseldi. Davos ve Mavi Marmara Baskını ile başlayan ve sonrasında diplomatik gerilimlerle devam eden Türkiye- İsrail ilişkilerinin kırılmasının başlangıç noktasını oluşturdu. Fakat aynı çıkış söz konusu dönemde Ortadoğu'daki Müslüman halklar nezdinde önemli bir Türkiye ve Erdoğan sempatisi oluşturmuştur. Geçmişte krallar ve imparatorlar tarafından uygulanan bu tür diplomasi örnekleri, günümüzde devlet başkanları ve başbakanlar gibi ülkelerin en güçlü isimleri tarafından uygulanmaya devam etmektedir. Günümüzde sahip olunan teknoloji ve ulaşım imkânları, bu türden diplomasinin gerçekleştirilebilmesi açısından eskiye oranla oldukça uygun bir zemin hazırlamıştır (Sönmezoğlu, 2010:730). Zirve diplomasisinin belirli riskleri vardır, çünkü esas olarak iç ve dış kamuoyunun propagandasına hizmet eder ve diplomatik faaliyeti kısmen baltalayabilir. Bununla birlikte, özellikle düzenli zirveler, eğer önceden ve sistemli hazırlanırlarsa, genel olarak diplomasiye ve uluslararası ilişkilere önemli katkılar sağlayabilir. Her halükarda, günümüzde zirve toplantıları, televizyon ve her türlü geleneksel ve yeni medyanın, dijitalin gücü sayesinde politikacıların vazgeçemeyeceği bir uluslararası ilişkiler yöntemi olarak etkinliğini sürdürmektedir. (İskit, 2007: 342).

1.1.4. Mekik Diplomasisi

"Mekik diplomasisi", arabulucu bir ülkenin bölgesel sorunları azaltmak ve bu sorunların genel bir çatışmaya dönüşmesini önlemek için çatışma halindeki ülkeler arasında iletişim kurma girişimidir. (Dağ, 2009:198). Genellikle üçüncü bir kişinin iki taraf arasında bir sorunu çözmeye aracılık etmesi olarak değerlendirilen bu diplomasinin çoğu zaman işe yaramadığı görülmektedir. (Erol ve Solak, 2013: 33). "Mekik diplomasi", genellikle kriz zamanlarında

uygulama alanı bulan, konu ile dolaylı olarak ilgili taraf ve aktörlerle yoğun ve birbirini izleyen diplomatik görüşmeler yoluyla kısa sürede sonuca ulaşmayı amaçlayan diplomasidir. Türk dış politikasında da benzer bir kullanım bulmuştur. Örnekler arasında, 2003 Irak Savaşı öncesinde Türkiye'nin savaşı önleme çabaları, savaş sırasında ve sonrasında Irak'ın komşularıyla yaptığı görüşmeler ve bu toplantılar düzenlemesi mekik diplomasisi sayılabilir. (Yeşiltaş ve Balcı, 2011: 20). Bu yöntem dünyada en çok eski ABD Dışişleri Bakanı Henry Kissinger tarafından kullanıldı. Ortadoğu sorunuyla ilgili olarak en çok ABD tarafından kullanılan bu diplomasi, özel temsilcileri aracılığıyla BM genel sekreteri tarafından sıklıkla kullanılmaktadır (Sönmezoğlu, 2010:474).

1.1.5. Parlamenter Diplomasi

"Parlamenter diplomasi" kavramı ilk kez eski ABD dışişleri bakanlarından Dean Rusk tarafından, BM Tüzüğü'nde yer alan bazı BM organlarının karar alma süreçleri ile uluslararası parlamentolardaki karar alma süreçleri arasında bir paralellik olduğu düşüncesiyle ortaya atılmış ve uluslararası parlamentolarda yapılan işlemleri ve bu kurumlarda gerçekleştirilen faaliyetleri anlatmak için kullanılmıştır. Parlamenter diplomasiyi "çok taraflı diplomasi" olarak değerlendiren Rusk; Parlamenter diplomasinin temel özelliklerini şu şekilde sıralıyor: “Sabit bir gündemi takip eden geleneksel uluslararası konferanslardan daha geniş ilgi ve sorumluluklara sahip kalıcı bir organizasyon. Düzenli olarak açık tartışmalarla yapılan toplantılar (ve dolayısıyla dünya kamuoyu ile iletişim). Tartışma sürecinde usul kuralları geçerlidir. Kararlar bir tür çoğunluk tarafından alınır. Ana aktörün devlet olduğu ve dış politikanın tek belirleyicisinin yürütme olduğu bir dönemde zaman içinde bir ülkenin egemenliğine farklı bölgeler ve parlamentolar gibi çeşitli faktör ve aktörler tarafından meydan okunmuştur. Ayrıca ekonomik gelişme, sivil toplum, uluslararası şirketler, uluslararası örgütler ve hatta yasa dışı terör örgütleri devletin egemenliğini tehdit eden yeni aktörler ve unsurlar olarak ortaya çıkmıştır (Stavridis, 2006: 1) Günümüzde parlamenter yapılar da kendi çapında birer uluslararası aktör olarak ortaya çıkmışlardır. Bu bağlamda, Parlamentonun birçok kurul ve komisyonunun dış faaliyetlere katıldığına dikkat çekmek önemlidir. Günümüzde ulusal ve uluslararası parlamenter yapılar, uluslararası siyasetteki aktif rolleri nedeniyle daha yaygın hale gelmiştir. Bu önemli olgu, parlamenter diplomasi adı verilen yeni bir kamu diplomasisi biçimini temsil etmektedir (Stavridis, 2006: 1). "parlamenter diplomasi" terimi ilk kez 1. Dünya Savaşı sonrası dönemde kullanılmıştır. O zamanlar parlamenter diplomasi, Milletler Cemiyeti Genel Kurulu'nda gerçekleştirilen müzakereleri anlatmak için kullanılırken, zamanla bu terim, hükümetler arası kuruluşların genel kurullarını veya uluslararası konuların tartışıldığı uluslararası toplantıları da kapsadı (Erzen, 2012: 36). Yıllar geçtikçe, parlamentolar uluslararası varlıklarını ekonomik ve mali araçlarla artırdılar. Bunu özellikle Avrupa Parlamentosu ve Avrupa Konseyi Parlamenterler Meclisi için söylemek mümkün görünüyor. Parlamenter diplomasinin ortaya çıkış nedeni, uluslararası ilişkilerin sadece geleneksel yollarla sürdürülmesinin artık haklı ve yeterli olmadığı yönündeki yaygın anlayıştır. (Erzen, 2012: 36-37). Parlamenter diplomasinin birçok resmi ve gayri resmi aracı vardır. Parlamenter organların kurumsallaşmasına ek olarak, arkadaşlık grupları olarak tanımlanan daha gevşek biçimler de vardır (Stavridis, 2006: 1). Parlamenter diplomaside taraflardan birinin parlamento olması yeterlidir. Bu kapsamda uluslararası komisyonlar, karma parlamento komisyonları, parlamentolar arası dostluk grupları ile başta Dışişleri Komisyonu, Avrupa Birliği Uyum Komisyonu olmak üzere ihtisas komisyonlarının dış ilişkileri, Genel Kurulda dış politikayla ilgili yapılan görüşmeler, başka ülkelerdeki parlamenter seçim izleme faaliyetleri parlamenter diplomasinin araçlarındandır. Sürekli diplomatik çalışmanın olmaması, parlamenter

diplomasinin güçlendirilmesinin önünde büyük bir engel olarak görülmektedir (Stavridis, 2006: 11-12).

1.1.6. Kamu Diplomasisi

Klasik diplomaside ana strateji liderleri ikna etmek iken, kamu diplomasisinde hedef halklarda sempati uyandırmak ve paydaşlar arasında kalıcı ilişkiler yaratmaktır. Ayrıca halka açık fikir ve değerler, ideoloji ve çıkarlardan daha önemli hale gelir (Erzen, 2012: 101-102).
Edmund Gullion "kamu diplomasisi" terimini ilk olarak 1965 yılında ortaya atmıştır.
Kamu diplomasisi devletlerin ulusal düşünce ve hedefleri, kurum ve kültürü aynı zamanda da ulusal amaç ve siyasaları hakkında anlayış geliştirmek için yabancı kamulara yönelik gerçekleştirdiği iletişim etkinliğidir (Tuch, 1990: 3). Kamu diplomasisi, "yurt dışındaki hedef kitlenin 'duygu ve düşüncelerinde değişim yaratmak için yapılan kamusal iletişimdir" (Szondi 2008: 6) veya "devletlerin uluslararası kamuoyunu veya seçkinlerinin düşüncelerini ülkenin çıkarları doğrultusunda etkileme çabaları" (Manheim, 1990:4) şeklinde tanımlamalar mevcuttur. Kamu diplomasisine geleneksel bakışı açıklayan bu tanımlar kamu diplomasisi, devletlerin küresel kamuyla konuşması olarak değerlendirilmekte ve ulusal amaç ve dış politikayla ilgili destek sağlamak için bilgilendirme, etkileme ve ilgi çekmeye yönelik faaliyetleri içermektedir (Snow, 2009: 6).
Kamu diplomasisi ilk kez teorik olarak 1960'larda konuşulmaya başlansa da uygulaması birinci dünya savaşından beri görülmüştür. 1917 yılında Başkan W. Wilson"Halk Bilgilendirme Komitesi (Commitee on Public Information)" adıyla bir kurum oluşturmuş ve bu kurumun başına George Creel adlı bir gazeteci getirilmiştir. Bundan sonra "Creel Komitesi" adıyla anılacak olan organizasyonun amacı, ABD'nin savaştaki amaçlarını uluslararası arenada bilinir ve tanınır hale getirmektir. (Tiedeman, 2004:6) Bugün birçok yazar, 1960'ların ortalarında Edmund Gullion tarafından ortaya atılan "kamu diplomasisi" teriminden söz etmektedir. Gullion, terimi 'propaganda' diye tanımlamayı sevdiğini kabul etmekte ve yapılan işin tanımına en yakın olarak onu görmektedir. Ancak bu ülkede propagandanın aşağılayıcı bir anlamı vardır, diyen Gullion, söz konusu olumsuz anlamdan kaçınmak için; "iletişim", "bilgi" ve "propaganda"nın tüm alanlarını kapsayan "kamu diplomasisi" kavramına başvurduklarını ifade etmektedir. (Osgood ve Edheridge, 2010:12). Kalın objektif verilere ve gerçeklere dayalı stratejik iletişim kurmak ve bunu farklı kesimlerin hizmetine sunmaktır" ifadesi, günümüzde "propaganda" yerine "kamu diplomasisi" ifadesinin kullanılmasının daha gerçekçi olacağını teyit etmiştir. (Kalın, 2010: 56).
Kamu diplomasisi hem kamusal hem de diplomatiktir. Tüm kamusal çalışmalar hedef hükümetin tam bilgisi ile açıkça yapılır. Kamu diplomasisi, halkı anlamak, bilgilendirmek ve etkilemek için yapılan faaliyetlerin bütünüdür. Amacı yabancı milletler ve kurumlar ile kendi ülkesinin kişi ve kurumları arasındaki iletişimi sağlamaktır (Krause ve Ever, 2009: 109). "Kamu diplomasisi" bilgi ve etki çerçevesinde çalışır. 1953'ten 1999'a kadar faaliyet gösteren "Amerika Birleşik Devletleri Bilgilendirme Ajansı (USIA)", verdiği bilgi ve yayınlarla karar vericileri ve kamuoyunu çeşitli yollarla etkilemeyi amaçlayan "kamu diplomasisi" tarihinde bir modeldir. Yumuşak gücün bir aracı olarak kamu diplomasisi, yurtdışındaki halkla iletişim kurmayı amaçlayan bilinçli bir eylemdir (Seib, 2009: 12). Joseph Nye'nin "yumuşak gücü", günümüz diplomasi pratiğinde gücün ve kamu diplomasisinin önemli bir yönüdür. "Yumuşak güç", gücü zorlamadan kültürel çekicilik, diplomatik çeviklik ve ikna olarak gördüğümüzde gücün manevi boyutunun önemini vurgular. "Kamu diplomasisi" ve "yumuşak güç" üzerine kapsamlı araştırmaları bulunan Ekşi, kamu diplomasisinin "sivil toplum temelli, halka dönük yeni bir diplomasi tarzı olduğunu kaydetti. (Çıkış, 2014: 10). Konstrüktivist bir yaklaşımla

konuyu ele alan Ekşi, özneler arasındaki anlayış, güven ve ilişkileri inşa etmeye dayalı faaliyet ve yöntemlerin kamu diplomasisinin inşacı kapasitesine işaret ettiğini vurgulamıştır (Ekşi, 2014: 23).

"Klasik diplomatik uygulama, devletler arasındaki resmi ilişkileri içerir ve gizli olarak yürütülür; kamu diplomasisi gayri resmi olarak devletten topluma ve toplumdan topluma, kamu ve toplum nezdinde uygulanmaktadır. YeniDiplomasi.com kurucu ortağı Gökhan Yücel, Nye'nin yumuşak güç kavramının uluslararası ilişkilerde son dönemde öne çıkan kavramlardan biri olduğuna işaret ediyor. Kavramın "yeni medya" ve "dijital diplomasi" ile yakından ilişkili olduğunu belirtiyor. Medya teknolojisindeki gelişmeler, dünyanın internet adı verilen büyük bir ağ ile örülmesi, dijital teknolojinin iletişim araçlarında sağladığı hız, zenginlik ve çok boyutluluk "Yeni Medya" kavramına işaret etmektedir. "İnternet Gazeteciliği" ve "Sosyal Medya" başta olmak üzere "Yeni Medya" üzerinden bilgi artık dar bir kesimin elinden alınarak kitlelerin hizmetine sunulmuş, bilginin dolaşım hızı hiç olmadığı kadar artarken, bilgi yaygınlaşmıştır. Nye'ın "soft power (yumuşak güç)" kavramını yaratıcı bir tercihle başka şekilde adlandıran Yücel, dijitale dikkat çeken- "soft poware" söylemini ortaya atmakta ve dünyada ilk defa kullanılan bu kavramın, kamu diplomasisi ve dış politika süreçlerinde, yumuşak güç maksimizasyonu elde etmek için dijital diplomasiyi kullanması olduğunu savunmaktadır (Yücel,2015).

"Kamu diplomasisi ilişki kurmak, diğer ülkelerin, kültürlerin, halkların ihtiyaçlarını kavramak, görüşleri iletmek, ortak bir ülkünün peşinden gidilecek alanları tarif etmektir" (Leonard vd., 2002: 8). Kamu diplomasisi uygulamalarıyla ülkeler kendi ulusal özelliklerini dünyaya örnek göstermeyi amaçlamakta bu yolla da ulusa politikalarına meşruiyet kazandırmayı, küresel kamuoyunun onayını almayı amaçlamaktadırlar.

Kamu diplomasisi bir halkla ilişkiler faaliyetidir, bu çerçevede de iletişim yönetimi etkinliğini içermektedir. Kamu diplomasisini iletişimin ele alınışı ve doğasına göre de iki perspektif çerçevesinde, bilgisel ve ilişkisel kamu diplomasisi yaklaşımları şeklinde gruplandırmak mümkündür.

1.1.7. Dijital Diplomasi

Diplomasi temel olarak uluslararası ilişkilerin makine odasıdır (Cohen, 1998). Diplomasi, devletlerin dış politika hedeflerini ifade ettikleri ve yabancı hükümetlerin ve halkların kararlarını ve davranışlarını diyalog, müzakereler, savaş ve şiddet hariç diğer önlemler yoluyla etkileme çabalarını koordine ettikleri yerleşik yöntem olarak kabul edilmiştir (Ceyhan, 2020). Hükümetler kendi halkından ziyade diğer ülkelerin halklarıyla pozitif yönde etkileşim kurmak için diplomaşı araçlarını kullanmaktadırlar (Kıran & Açıkalın, 2021). Bu araçların çeşitlenmesi sürecinde küreselleşme ve küreselleşmenin de gölgesinde diplomasi ve iletişim kavramları iç içe geçmiştir (Ceyhan, 2020). Teknoloji ve iletişim araçlarının günümüzde bireylerin hayatında her anlamda önemli bir etki yarattığı yadsınamaz bir gerçektir. Yumuşak güç kavramı temel olarak kamu diplomasisinin gelişimini sağlamış dış politikaların düzenlenmesi ve yürütülmesi üzerindeki kamu tutumlarının etkilenmesini hedeflemektedir (Cull, 2008). 2000'lerin başından itibaren ise bireylerin hedef kitle olarak benimsendiği Kamu Diplomasisi 2.0 kavramı artık dünyanın her bir köşesindeki insanları da diplomasinin önemli bir parçası hâline getirmiştir (Ingenhoff vd, 2021). İletişimin en önemli ve etkili kaynağı olarak kabul edilen internet ve sosyal medya platformları ise diplomaside yeni bir sayfa açılmasını sağlanmıştır. İstatistiki verilere göre, küresel mobil kullanıcı sayısı 5,22 milyara ulaşmış ve bu dünya toplam nüfusunun %67'sinin biraz altına denk gelmektedir (Kemp, 2021). Bu rakamlar diplomasi için de oldukça anlamlı hâle gelmiş ve dijital diplomasi kavramı ortaya çıkmıştır. Dijital diplomasi kavramının birçok farklı tanımı bulunmaktadır ve bu kavramın tarihçesi de oldukça

tartışmalıdır (Bjola & Holmes, 2015; Ritto, 2014; Bradshaw, 2015). Bu tartışmaların ortasında dijital diplomasi, temel olarak diplomasinin yürütülmesinde internet ve bilgi iletişim teknolojilerinin kullanılması olarak tanımlanabilir (Hanson, 2012). Bu tanımlara ek olarak dijital diplomasi kavramı sadece diplomatik ilişkilerin yürütülmesinde değil, sosyal medya mecraları üzerinden ülkelerin imaj çalışması yapmanın yanı sıra konsolosluk işlemlerinin dijitalleşmesini de kapsamaktadır (Kampf vd, 2015; Manor, 2016). Son yıllarda özellikle sosyal medya kullanımının artması nedeniyle dijital diplomasinin değişimli olarak kullanıldığı yeni kavramlar da ortaya çıkmıştır, bunlardan bazıları twitdiplomasi ve e-diplomasidir (Ovalı, 2020; Yücel, 2020).

1.1.7.1. Dijital Diplomasinin Adlandırılması

Dijital diplomasiyi anlamak için, geleneksel diplomasiden günümüz diplomasisine doğru diplomasiye başvurmak gerekir. İletişim teknolojisinin gelişmesiyle birlikte uluslararası ilişkiler alanında en önemli kavramlardan biri olan diplomasinin yöntem ve araçlarında da değişimler yaşanmıştır. Diplomasi ile yakından ilgili olan televizyon, radyo ve gazeteler ile sosyal ağlar ve internetin kitle iletişim araçlarında yer alması geleneksel diplomasi ile birlikte doğan dijital diplomasi uygulamalarıdır. İletişimsel diplomasinin modern diplomasiye dönüşmesinde Soğuk Savaş sonrası dönemde küreselleşmenin ve bilgi teknolojisinin yükselişinin büyük etkisi vardır. Potter diplomasideki değişimi şu şekilde ifade etmektedir: Hükümetler arası diplomasi, daha sonra dijital çağla birlikte hükümetler ve toplum arasında kalan toplumlar arası bir etkileşim haline gelmiştir. (Potter 2002: 180)
Türkiye'de dijital diplomasi alanında önemli araştırmalar yapan Yücel (2016: 748), dijital diplomasiyi dört bölüme ayırmaktadır. Klasik diplomasiye 1.0 adını verdi. Bahsettiğimiz bu diplomasi anlayışı, Henry Kissinger'ın "Diplomacy" kitabının anlayışı ile örtüşmektedir.
Bir başka sınıflandırma olarak; Kamu diplomasisine 2.0 adını verdi. II. İkinci Dünya Savaşı'ndan sonra, Nazilerin propaganda kavramını ortadan kaldırıp yerine başka bir şey koyma arzusu nedeniyle ortaya çıktı. Kamu diplomasisi, Soğuk Savaş döneminde sıklıkla kullanılan bir yöntemdir.
Dünyanın dijitalleşmesiyle birlikte diplomasi alanında da bazı gelişmeler oldu. Sert gücün kamu diplomasisine dönüşmesiyle diplomasi dijital ortamlarda yer almaya başladı. Buna Diplomasi 3.0 adını verdi. İlişkiler arasında aracısız gerçekleşen bir iletişim biçimi ortaya çıkmıştır. Son olarak Yücel (2016: 748-749) bir sonraki sanayi devrimini de diplomasi 4.0 olarak adlandırmakta ve şu anda üzerinde fazla durulmadığı halde bu konunun yakın gelecekte önem kazanması gerektiğini belirtmektedir.
Dijital diplomasinin geleneksel diplomasinin yerini alması amaçlanmamıştır. Dijital diplomasi, devletin hem yurt içinde hem de yurt dışında, diğer ülkelerde ve vatandaşlara kendisini daha kesin ve etkili bir şekilde ifade etmesini sağlar. Değişen dünya düzeninde eski ile yeni arasında köprü görevi gören bir kurumdur. Sotiriu'ya göre; Dijital diplomasinin genel kabul görmüş standartları ve teorik çerçevesi yoktur (2015: 33) Her ülke dijital diplomasiyi kendine göre anlar. Dijital diplomasi, araştırmacılar ve uygulayıcılar tarafından farklı şekillerde yorumlanmış, tanımlanmış ve anlaşılmıştır. Manor, I. ve E. Segev (2015: 89-108) dijital diplomasiyi, bir ülkenin imajını ve itibarını proaktif bir şekilde yönetmek ve dış politika hedeflerine ulaşmak için sosyal medya platformlarının artan kullanımı olarak adlandırmaktadır. Lewis (2014), dijital diplomasiyi, diplomatların birbirleriyle ve halkla iletişim kurmak için dijital iletişim araçlarını kullanmaları olarak tanımlamaktadır. Potter'a (2002: 180) göre, dijital diplomasi temelde internet, mobil cihazlar ve sosyal medya dahil olmak üzere çevrimiçi sistemler aracılığıyla yapılan diplomatik faaliyettir. Hanson (2012: 1-41), diplomatik hedeflere

ulaşmak için internetin ve yeni bilgi ve iletişim teknolojilerinin kullanılması olarak tanımlamaktadır.

Holmes (2015: 15) dijital diplomasiyi, değişim; dijital araçlar ve sanal işbirliği yoluyla bir yönetim stratejisi olarak tanımlar. Dijital diplomasinin kamu diplomasisinin bir parçası olmadığını, dijitalleşmenin getirdiği sosyal ve politik değişiklikleri ve ülkelerin bununla nasıl başa çıktığını içerdiğini savunuyor. Dijital diplomasi kavramı, farklı terimlerle dönüşümlü olarak anılmaktadır. Bjola (2015: 89-108) tarafından da kullanılan dijital diplomasi kavramı, "e-diplomasi" (Hocking, B. J. Melissen, 2012: 9), "siber diplomasi" (Barston, 2014), "diplomasi 2.0" anlamlarına gelmektedir. " (Harris, 2013: 17) ve "twiplomasi" (Sandre, 2012: 8-9) de dijital diplomasinin yerine anılır. ABD Dışişleri Bakanlığı "21. yüzyıl devlet idaresi (siyasi ustalık) olarak adlandırmış, İngiliz Dışişleri Bakanlığı buna "dijital diplomasi" ve Kanadalılar buna "açık politika" demiştir.

1.1.7.2. Dijital Diplomasinin Aktörleri

Dijital diplomasi, geleneksel aktörlerin yanında yeni aktörlerin de sürece dahil olmasıyla yürütülmektedir. Bu yeni aktörler; birey ve toplum, diasporalar, üniversiteler ve okullar, kanaat önderleri, medya ve haber ajansları, özel sektör ve küresel işletmeler, uluslararası örgütler, baskı grupları, teknoloji şirketleridir. Dijital diplomasi süreçlerinde rol alan aktörlerin bu süreçlerdeki konumlarını örneklendirmek gerekirse; teknoloji şirketlerine sahip ülkeler sanal kamusal alanda özerk bölgelere sahiptir ve çevrimiçi kullanıcılara iletilen mesajı şekillendirmede söz sahibidir. Birey ve toplumun diplomatik süreçlerde rolü dijital alanda önemini arttırmaktadır. Her vatandaş, ülkesinin gönüllü bir elçisi konumunda özellikle kamu diplomasisi hedeflerinde aktif rol oynamaktadır (Kurt, 2018: 45-108).

Kitle iletişim araçlarının yeni teknolojik buluşlar doğrultusunda çeşitlenmesi, daha fazla insan tarafından kullanılabilirliğinin mümkün kılınması ve iletişimin kurulma hızının artmasının etkisi siyasal iletişim alanında da kendini göstermektedir. Soğuk Savaş sonrası uluslararası ilişkilerin realist paradigmanın hâkimiyetinden çıktığı, küreselleşmenin ve Bilgi Çağı'nın ortaya çıkardığı yeni paradigmanın etkisiyle toplum temelinde siyaset yaklaşımına geçişi görülmektedir (Ekşi,2018:24).

Dijital diplomasinin amaçlarından biri de diğer ülke vatandaşlarının dikkatini çekmektir (Yıldırım, 2019:152). İnternet her kesimden insanın, daha az bütçe harcanarak ve daha kısa sürede gündem konularından haberdar olmasına yardımcı olmaktadır. Geleneksel süreçlerdeki elçilik, basın açıklamaları, gazete haberleri gibi içerik ortamları yerine Twitter hesapları, YouTube kanalları, internet siteleri ve diplomat blogları gibi çevrimiçi ortamlarda verilen mesaj videolar, grafik ve animasyonlarla sunularak anlaşılır ve cezbedici hâle getirilebilmektedir. Uluslararası ilişkiler alanında, özellikle yumuşak güç açısından gündemde olma büyük önem taşımaktadır. Nye (2017:157) bu durumu "en iyi reklam dahi popüler olmayan bir ürünü satamaz" şeklinde yorumlamaktadır. Twitter diplomasisi, hashtag çalışmaları YouTube viralleri gibi yöntemler uygulanmakta olan dış politikaların benimsetilebilmesi ve taraftar kazanması açısından önem taşımaktadır. Diplomasinin resmî aktörleri, dijital alanı hız ve karşılıklı etkileşime olanak tanıması nedeniyle tercih etmektedir (Koyuncu ve Medin, 2017:1241). Göç, savaş, doğal afet, salgın gibi krizlerde, dijital alanda yürütülen diplomasi acil durumlarda kişi ve kurumlara ulaşılmasında ve hızlı müdahale edilmesinde yardımcı olmaktadır(Yıldırım, 2019:153).

Dijital diplomaside, güç devletten devlet dışı aktörlere akar. Birey ve toplum, dijital diplomasinin en önemli aktörleridir. Kamu diplomasisinin ana aktörleri kanaat önderleri, sivil

toplum kuruluşları, kitle iletişim araçları ve haber ajansları ile uluslar üstü kuruluşlardır; Bu dijital diplomasi uygulayıcılarına ek olarak, bir de dijital vatandaş veya birey vardır.

Dijital diplomasinin bireyi sadece vatandaşla yüzleşmez, aynı zamanda dış kamuoyu da dahil olur. Dil ve internet engeli olmadığında, sanal, kamusal alanda herkes iletişime eşit olarak katılabilir. Hali hazırda dil engelini aşmak için çeşitli programlar geliştirilmiştir ve internet kullanım oranının arttığı görülmektedir.

Dijital diplomasinin bir diğer aktörü de diasporadır. İnsanların ekonomik, sosyal, kültürel, siyasi gibi pek çok nedenle bir yerden başka bir yere taşınması anlamına gelen göç kavramı, diaspora ile ilgili önemli bir kavramdır. Dünyada BM tarafından tanımlandığı şekliyle yaklaşık 272 milyon göçmen bulunmakta ve modern diaspora yöntemleri ile birbirlerinden haberdar olabilmektedirler (UN DESA, 2019). Yeni kitle iletişim araçlarının yardımıyla, insanlar yerel sınırları aşan bir boyutta iletişim kurabilmektedir. Sadece menşe yerlerinde değil, dünyadaki herhangi bir siyasi ve kültürel tartışmaya da katılabilirler. Ülkesinden uzakta yaşayan göçmenleri tanımlayan diaspora kavramı, iletişim teknolojisinin gelişmesiyle dijital diaspora kavramı haline gelmiştir.

Dijital diplomasinin bir diğer aktörü kanaat önderleridir. Kanaat önderleri, bireylerin fikirlerinin oluşumunu etkileyebilir. Ayrıca güvenilir bir kanaat önderi, mesajları hedef kitleye iletmek için bir araç olarak kullanılabilir. Dijital çağın getirdiği avantajlar sayesinde sosyal medya platformlarını etkin bir şekilde kullanan kanaat önderleri toplumla iletişim kurmak için başka bir kanala sahip oluyor. Başıbüyük (2014: 54) dijital medyayı kullanan kanaat önderlerini "sanal kanaat önderleri" olarak tanımlamaktadır. Özellikle kriz zamanlarında kanaat önderlerinin topluma verdikleri mesajlar önemli bir etki yaratabilmektedir.

Dijital diplomasinin bir diğer aktörü ise küresel şirketler ve özel sektördür. Ekonomi ve diplomasi iç içe geçmiş alanlardır. Dijital diplomasi ile küresel pazarlar arasında da önemli bir ilişki vardır. Teknolojinin sürekli geliştiği ve sınırların olmadığı küçülen bir dünyada, bir ülke ekonomik olarak ayakta kalabilmek için ihracat yapmak zorundadır. Diğer ülkeler tarafından tanınmak ve iyi bir itibar oluşturmak önemlidir. Bu nedenle ülkeler dijital diplomasi yoluyla kendilerini doğrudan tanıtmalı ve dünya pazarına açmalıdır. Ülkelerin birbirine bağımlılığı açısından ekonomik ilişkiler dış politika alanında önemini hissettirmektedir. Bu noktada devletin çıkarları ön plana çıkmaktadır. Uluslararası şirketlerin yatırımları, hem şirketin kendi çıkarlarını hem de şirketin bulunduğu ülkenin çıkarlarını etkiler.

Dijital diplomasinin bir diğer aktörü de baskı gruplarıdır. Ortak ilgi alanlarına sahip insanların bir araya gelmesiyle oluşan gruplara çıkar grupları denir. Çıkar gruplarının bir sonraki aşaması olan baskı grupları, aynı çıkarlar için bir araya gelen ve bunları uygulamak için siyasi kurumları etkilemeye çalışan gruplardır (Kapani, 1998: 193).

Dijital diplomasi, çeşitli aktörlerin katılımını gerektiren bir süreçtir. Bu aktörler, devletler, diplomatik misyonlar, uluslararası kuruluşlar, sivil toplum kuruluşları, medya, özel sektör ve bireyler gibi çeşitli paydaşlardan oluşur. Her bir aktör, dijital diplomasiyi etkileyen ve şekillendiren farklı roller üstlenir.

Devletler, dijital diplomasiyi resmi politikalar ve stratejiler geliştirerek uygulayan başlıca aktörlerdir. Devletler, sosyal medya hesapları, web siteleri ve diğer dijital platformlar aracılığıyla liderlerinin politikalarını tanıtabilir, ülkelerinin imajını şekillendirebilir ve diğer ülkelerle ilişkilerini geliştirebilir. Ayrıca, devletler dijital diplomatik iletişimi desteklemek için diplomatik misyonları ve diğer yetkilendirilmiş kurumları kullanır.

Sonuç olarak, dijital diplomasi çeşitli aktörlerin katılımını gerektiren bir süreçtir. Devletler, diplomatik misyonlar, uluslararası kuruluşlar, sivil toplum kuruluşları, medya, özel sektör ve bireyler, dijital diplomasiyi etkileyen ve şekillendiren rolleriyle önemli paydaşlardır. Bu

aktörler, dijital iletişim araçlarını kullanarak uluslararası ilişkilerde etkili bir iletişim sağlamak, anlayışı artırmak ve küresel işbirliğini teşvik etmek için çeşitli stratejiler geliştirirler.

1.1.7.3. Dijital Diplomasinin Gelişmesi

Yeni kamu diplomasisinin son hali ise dijital diplomasi kavramı üzerinden açıklanabilir. İnternet kullanımının çok daha geniş kitlelere ulaşması, bilginin daha hızlı dolaşımı ve daha çok kişiye ulaşmasıyla internet çağının diplomasiye olan etkisi de giderek artmıştır. Teknolojik gelişimlerin uluslararası ilişkileri her zaman etkilediği göz önünde bulundurulduğunda yeni dönemde sosyal medyanın yaygınlaşması hatta geleneksel medyanın yerini almasıyla dijital diplomasi kavramı öne çıkmış ve küresel etkisi giderek daha çok tartışılmaya başlanmıştır. Dijital diplomasinin gelişimi incelendiğinde özellikle iki faktörün bu gelişime etkisi ön plana çıkmaktadır. Dijital diplomasinin gelişimi sivil toplumun gelişimiyle ilişkilidir. Birçok ülkede vatandaşların sivil topluma katılım yoluyla seslerini duyurabileceklerini, alınan kararlarda faktör olabileceklerini keşfetmeleriyle sivil toplum giderek büyümüştür. Önceleri İngiltere ve ABD, sonrasında ise Avrupa ülkelerinde sivil toplum dijital diplomasi kavramıyla eş değer tutulmuştur. Dijital diplomasinin büyümesi sadece bilgi transferinin gelişiminde değil aynı zamanda bilgi üretimine katkı açısından da önem arz etmiştir. E-diplomasi ile internet kullanımının diplomasiye dâhil edilmesi 1992 Rio Konferansı üzerinden gelişmeye başlamıştır. Konferansa sivil toplumdan ulaştırılan e-postaların okunmasıyla lobi faaliyetleri gerçekleştirilmiş ve dijital diplomasinin ilk büyük gelişimi ortaya çıkmıştır (Rashica, 2018: 78). Dijital çağın eğilimlerinden biri olan dijital diplomasi, devletlerin yumuşak güç arayışında aktif bir araç olarak kabul edilmektedir. Dijital diplomasinin yumuşak güç potansiyelini tam olarak anlamak için dijital diplomasi ve yumuşak güç arasındaki bağlantıya değinmek gerekmektedir. Özellikle bir devletin dijital diplomasiyi yumuşak güç unsuru olarak diğer devletlerin ve vatandaşlarının tutum ve görüşlerini etkileme aracı olarak nasıl kullandığını analiz etmekte fayda vardır.

“Gelişen teknoloji ile diplomasi ve çeşitli diplomasi uygulamaları dijital bir bakış açısına ihtiyaç duyar. Kendisini dijital diplomasiye adayan bir birim kuran Dış İşleri Bakanlığı, 2002 yılında e-diplomasi üzerine görev gücü oluşturan ABD Dışişleri Bakanlığı olmuştur. Bu görev gücü daha sonra “e-diplomasi ofisi” olarak yeniden adlandırılmış ve zamanla diğer ülke dışişleri bakanlıkları da e-diplomasiyi benimsemeye başlamıştır. Dijital diplomasinin son birkaç yıldır dünyanın önde gelen eğitim kurumlarında ders olarak okutulması bu, konunun artan öneminin altını çizen önemli bir gösterge olmuştur. “Dijital diplomasi” ülkemizde de (Bahçeşehir Üniversitesi) 30 kişinin katıldığı bir sertifika programı ile gündeme alınmış ve yine aynı üniversitede 2013-14 döneminde ilk kez yüksek lisans dersi olarak okutulmuştur.

Türkiye'de bir süredir, özellikle Dışişleri Bakanlığı'nda, Cumhurbaşkanlığı, TBMM ve daha birçok kamu kurum ve kuruluşu, dijital diplomasinin açtığı yeni kanaldan faydalanmak için yoğun mesai harcıyor. Devlet kurumlarının vatandaşlardan geri bildirim almasına olanak sağlayan çeşitli sosyal medya hesaplarının yanı sıra Cumhurbaşkanlığı İletişim Merkezi (CİMER) şikâyet ve itirazlar çevrimiçi başvurular yoluyla da iletilebilir. Aynı zamanda devlet televizyonu olan TRT'nin birçok yayıncısı ve TV kanalı bu kurumların radyo kanalları, yabancı dillerdeki siteleri, yüzlerce sosyal medyası, kendi hesabı ve birkaç alt bileşeni olan benzersiz bir dijital diplomatik ekosistemdir. Covid-19'un dünyayı etkisi altına aldığı 2020 yılı salgınından beri fiziksel toplantılar yerini çevrimiçi toplantılar ve temasların görüldüğü dijital bir alana bırakmıştır. TBMM'nin aktif uluslararası komisyonların Twitter'da faaliyetlerini duyurduğu, yabancı heyetleri takip ettiği ve sosyal ağlarda onlarla etkileşimde bulunduğu

görüldü. Salgın nedeniyle fiziki parlamenter konferanslar video konferanslara (webinar) dönüştürüldü ve uluslararası komisyon toplantıları çevrimiçi uygulamalarla gerçekleştirildi. Dünyanın dört bir yanından katılımcılar bu çevrimiçi toplantılara katıldı. Avrupa Konseyi Parlamenterler Meclisi'nin (AKPM) resmi sosyal medya paylaşımından da anlaşılacağı üzere kurulduğu günden bu yana dijital diplomasinin model kurumlarından biri olmuştur." (Arpacıoğlu, 2021: 13).

1.1.8. Dijital Diplomasinin Önemi

"ABD merkezli PEW raporuna göre dijitalleşen dünyada 2025 yılında 'new nations' yani yeni uluslar oluşacağı iddia edilmektedir. Şu anda dünyanın en kalabalık ülkesi hangisidir? diye sorulduğunda diplomatik olarak önce Facebook sonra Çin olarak cevaplanabilir. Sonraki sıralarda Whatsapp, ABD, Linkedin, Instagram ve Twitter sıralanmıştır. Sosyal medya araçları olan Twitter ve Facebook dünya kamuoyunu etkilemektedir ve devlet gibi hareket etmektedir. Örneğin dünyanın yarısı Kosova'yı tanır yarısı tanımaz. Ülke vatandaşlarının sayısı yurt dışında daha fazladır. Facebook, 2008'de bağımsız olan Kosova devletini bir devlet gibi tanımıştır. Diplomasi bir anda doğar. Ülkeler Twitter, Facebook, Youtube, Whatsapp ve Periscope gibi sosyal medyada "trend topic" ve "hashtag" kullanılarak ülkeler dış politikasını yürütür. Bu konuda 1990'larda CNN etkisi, 21. yüzyılda YouTube etkisi olmuştur. Geleneksel televizyonu da Twitter devralmıştır. Bu kanallar üzerinden algısal kontrol gerçekleştirilmiştir. Kitleleri harekete geçirecek şekilde etkileşim sağlanmıştır. Dijital diplomaside ekibe, insanlara ve araçlara devamlı yatırım yapmak gerekmektedir. Aynı şekilde inovatif bir ekip ve araçlar ile dijital diplomasi stratejileri belirlenmesi gerekmektedir. Dijital diplomasinin önemini anlamımızı sağlayacak dünyada çok sayıda örnek mevcuttur."
https://daktilo1984.com/yazilar/diplomasi-3-0-teknoloji-caginda-dijital-diplomasi/

2. DÜNYADAN DİJİTAL DİPLOMASİ ÖRNEKLERİ

Dijital diplomasinin önderleri Amerika Birleşik Devletleri ve İngiltere'dir. 2002'de ABD Dışişleri Bakanlığı 25 farklı ofiste 150'den fazla tam zamanlı çalışanı olan E-Diplomasi Görev Gücü Ofisi'ni kurdu. Bu ofis 11 Eylül 2001 saldırılarına katkıda bulunan bilgi engellerini aşmak ve Dışişleri Bakanlığı'nın iletişim ve bilgi paylaşım yeteneklerini geliştirmek için kurulmuştur (Olubukola, 2017: 9). Yine Amerika Birleşik Devletleri Dışişleri Bakanlığı başka ülkelerdeki halkına ve yurttaşlarına hitap edebilmek, onları etkilemek için "Trace Effects" isimli bir oyun geliştirmiştir. Geliştirilen bu oyun ile Amerikan İngilizcesini, İngiliz İngilizcesinin hâkim olduğu yerlerde ön plana çıkartmayı hedeflemiştir.

Amerika ve İngiltere'den sonra Hindistan, İsrail ve Fransa'da dijital diplomasi adına büyük yatırımlar yapmaya başlamıştır. Örneğin, İsrail "Hasbara" isimli kamu diplomasi bakanlığı tamamen dijital bir diplomatik yapıya dönüştürülmüştür. İsrail Hasbara aracılığıyla sanki Gazze'yle ilgili şiddetli bir saldırıya karşılık veriyormuş gibi bir algı oluşturmaya çalışmıştır. Bunun için Twitter üzerinden "gaza, PillarofDefense, Israelunderattack" isimleriyle hashtaglar oluşturmuşlardır (Kuntsman, A.R. Stein)

İsveç'te de dijital diplomasi alanında başarılı çalışmalar yapılmıştır. Mayıs 2007 Sanal platformda yaşam sunan Second Life için ilk sanal elçiliğin açılışı birçok gence ulaşmayı ve İsveç hakkında bilgi vermeyi amaçlamıştır. 2014 yılında bu konuda altyapı imkânlarına sahip olduğu için vatandaşları, organizasyon kuruluşlarını, diplomatları bir araya getiren "Diplohack" etkinliği düzenlemiştir. Dünya çapında dijital dönüşümün bir parçası olmayı hedefleyen İsveç, insan hakları ve özgürlük alanında uluslararası diplomatik çalışmalar yönetmektedir.

Bir diğer dijital diplomasi çalışması ise; "The Global Dialogue on the Future Iran" Mart 2013'te Kanada tarafından başlatılan bir dijital diplomasi projesidir. Dış İlişkiler, Ticaret ve Kalkınma

Bakanlığı ve Toronto Üniversitesi katkıları ile yapılmıştır. Projenin amacı, İran halkının ve diasporasının önem verdiği öncelikli toplumsal konuları sanal platformda kamuya açık bir şekilde tartışabilmektir. Dünyanın birçok yerinde etkisini gösteren virüs (COVID-19) ile mücadelede eğitimler, ekonomik, sosyal, kültürel ve diğer çalışmalar dijital sistem üzerinden yürütülmüştür. G-7, G20 gibi zirveler, Dünya Bankası ve Uluslararası Para Fonu görüşmeleri çevrimiçi toplantılarla yapılmıştır. Devlet adamları, dünya liderleri ile video konferans aracılığıyla görüşmüştür(Kalsın, 2020).https://www.aa.com.tr/tr/analiz/kovid-19surecinde-dijital-diplomasi/1822867.

Dünya Sağlık Örgütü ve Whatsapp işbirliği ile üretilen Seyahat tavsiyeleri İngilizce, İspanyolca, Fransızca ve Arapça dillerinde düzenlendi ve konsolosluk hizmetleri, salgın durum raporları hakkında bilgi veren mesajlaşma servisi etkinleştirildi. Hindistan, İngiltere, Avustralya da bu yaklaşımı yakından izlemiş, DigDiploRox'ın desteği ile Litvanya Dışişleri Bakanlığı da chatbot uygulamasını kullanmaya başlamıştır(www.uscpublicdiplomacy.org, 5.4.2020).

Kızılay, YTB (Yurtdışındaki Türkler ve akrabaları) Avrupa Birliği Başkanlığı) ve TİKA (Türk İşbirliği ve Koordinasyon Ajansı) Facebook ve Twitter hesapları gibi önemli kamu diplomasi kurumları da dijital platformları kullanmaya başladı. Bu üç kamu diplomasi aktörünün sosyal medya hesapları incelendiği zaman takipçilerinin hem Türk hem yabancı vatandaşlardan oluştuğu ve kişi sayısının birbirine yakın olduğu görülmektedir. Bu durum da dijital diplomasinin iç ve dış dinamikleri hakkında aydınlatıcı olmaktadır. 2018 Temmuz'da yayınlanan Twiplomasi raporuna göre, Laos, Moritanya, Nikaragua, Kuzey Kore, Svaziland ve Türkmenistan hükümetleri olmak üzere sadece altı ülkenin sosyal medya platformunda resmi bir varlığı yoktur. 193 BM üye devletinin yüzde doksan yedisinin platformda resmi bir varlığı mevcuttur. Dünya, gelişen bilgi iletişim teknolojilerine uyum sağlamaya başlamıştır. 193 ülkenin mevcut diplomasisi, dijitale adapte olmuş durumdadır.

Türkiye'de dijital diplomasinin ilk uygulamaları, 2007 yılında kurulan Yunus Emre Enstitüsü tarafından başlatılmıştır. . Kamu diplomasisinin kültürel boyutunu temsil eden enstitü, kültür diplomasisi faaliyetlerinin dijital platformlarda ilan etmek için 2010 yılında "@yeeorgtr" kullanıcı adlı Twitter hesabı açmış ve günümüz itibariyle 14.7B tweet ile 108.2 B takipçiye ulaşmıştır.

- *Kamu Diplomasisi Koordinatörlüğü ve İletişim Başkanlığı*

Türk kamu diplomasisinin kurumsallaştırılması adına ilk olarak 2010 yılında "…kamu diplomasisi alanında yürütülecek çalışmalar ile stratejik iletişim ve tanıtım faaliyetleri konusunda kamu kurum ve kuruluşları ile sivil toplum örgütleri arasında iş birliği ve koordinasyonu sağlamak amacıyla…" (Resmî Gazete, 30 Ocak 2010) Kamu Diplomasisi Koordinatörlüğü kurulmuş ve önemli misyon üstlenmiştir. Bu kurumun tüm misyonu ve daha fazlası -ilerleyen yıllarda- Cumhurbaşkanlığı hükümet sistemine geçişin ardından 2018'de kurulan Türkiye Cumhuriyeti İletişim Başkanlığı'na devredilmiştir. Birincil hedefini 'Türkiye markasını güçlendirmek' olarak ortaya koyan bu kurumun temel faaliyet alanları; "…iletişimi gerçekçi, sürdürülebilir ve sağlıklı bir zeminde yürütme bilinciyle ulusal ve uluslararası kamuoyları ile her düzeyde anlama, anlatma, anlam ve değer katma çabaları…" şeklinde belirlenmiştir (T.C. İletişim Başkanlığı, 2018).

- *AFAD, TİKA, Kızılay ve STK'lar*

Kuruluş amacı, felsefesi ve temel ilkeleri gereği dil, din, ırk ayrımı gözetmeden çalışmalarını sürdüren, dünya genelinde çok farklı bölgelerde insani yardım çalışmaları yürüten ve kapasitesini her geçen gün artırarak insani yardım faaliyetleri konusunda etkinliği ve bilinirlik düzeyi sürekli yükselen Kızılay bu alanda küresel bir aktör haline gelmiştir. Türk Kızılay uluslararası düzeydeki bu performansı sayesinde kamu diplomasisi uygulamalarıyla hedeflenen

ulusal çıkarlara hizmet etme adına sürecin en önemli paydaşlarından biridir. Kızılay'ın eylem kapasitesinde ve bilinirliğinde görülen bu yükselme Türkiye'nin uluslararası toplum nezdindeki ulus marka değerini ve imajını da olumlu yönde etkilemektedir. Aynı şekilde yurt içinde ve yurt dışında insani yardım operasyonları gerçekleştirme ve koordine etme misyonu ile kurulan Afet ve Acil Durum Yönetimi Başkanlığı (AFAD) ile -Türk Cumhuriyetleri ve Balkanlar başta olmak üzere- Türkiye'nin tüm etkileşim alanlarında iş birliği, insani ayardım ve tanıtım faaliyetleriyle varlık gösteren Türk İşbirliği ve Koordinasyon Ajansı (TİKA) gibi kurumlar da ülke imajı oluşturma sürecinde başı çeken kurumsal aktörler arasında yer almaktadır.

Dünya genelinde insani yardım faaliyetleri ve sağlık hizmet sunumu yürüten AFAD, Kızılay gibi kurumsal aktörler ile birlikte bu alanlarda aktif olan sivil toplum kuruluşları da son yıllarda güçlenmiş ve uluslararası ölçekte başarılı çalışmalar gerçekleştirmiştir. Buna paralel olarak Türkiye, gerek sivil toplum kuruluşlarına AFAD, TİKA ve Kızılay gibi kurumlar nezdinde destek olmak, çalışmalarını kolaylaştırmak gerekse doğrudan iş birliği içerisinde çalışmalar yürütmek suretiyle bölgesi ve etkileşim alanları başta olmak üzere, Haiti'den Endonezya'ya kadar dünyanın çok farklı bölgelerinde varlık göstermiş, bilinirliğini ve saygınlığını artırmıştır (Battır & Ateş, 2013: 41).

- *Yunus Emre Enstitüsü (YEE)*

Olumlu ülke imajı oluşturmada en etkili yollardan biri toplumlar arası kültürel etkileşimdir ve bunun en başta gelen aracı ise dil bariyerinin ortadan kaldırılmasıdır. Türkiye'yi, Türk dilini, tarihini, kültürünü ve sanatını tanıtmak; bununla ilgili bilgi ve belgeleri dünyanın istifadesine sunmak; Türk dili, kültürü ve sanatı alanlarında eğitim almak isteyenlere yurt dışında hizmet vermek; Türkiye'nin diğer ülkeler ile kültürel alışverişini arttırıp dostluğunu geliştirmek amacıyla 05.05.2007 tarihli ve 5653 sayılı kanunla kurulan Yunus Emre Vakfı ve sayılan amaçları gerçekleştirmek üzere bu vakfa bağlı olarak kurulan Yunus Emre Enstitüsü yurt dışında kurduğu merkezlerde yabancılara Türkçe öğretimi çalışmalarının yanı sıra ülkemizin tanıtımı amacıyla kültür ve sanat faaliyetleri yürütmekte, ayrıca bilimsel çalışmalara destek vermektedir. 2009 yılında faaliyetlerine başlayan Yunus Emre Enstitüsünün yurt dışında 60'dan fazla kültür merkezi bulunmaktadır. Bu merkezlerde verilen Türkçe eğitiminin yanı sıra, farklı ülkelerdeki eğitim kurumlarıyla yapılan iş birlikleri ile Türkoloji bölümleri ve Türkçe öğretimi desteklenmektedir. Kültür merkezleri aracılığıyla Türk kültür ve sanatını tanıtmak amacıyla birçok etkinlik düzenlenmekte, ulusal veya uluslararası etkinliklerde Türkiye temsil edilmektedir (YEE, t.y.). Dil öğretimi başta olmak üzere tüm bu faaliyetler doğrudan ülkenin bilinirliğini artırmakta ve etkileşim alanlarını genişletmektedir.

- *Sağlık Diplomasisi*

Bir ülkenin güçlü olduğu yanlarını uluslararası toplumla ilişkilerinde ön plana çıkarması geniş bir kabule mazhar olabilmesi ve amaçlarına ulaşabilmesi için rasyonel bir tercihtir. Özellikle doğrudan insan hayatına dair konularda bu tercihin çok daha etkili olduğu söylenebilir. Sağlık alanında beşerî ve fiziki kapasite bakımından son yıllarda ciddi bir atılım gerçekleştiren Türkiye gerek insani yardımlar ve kalkınma yardımları çerçevesinde az gelişmiş ve gelişmekte olan ülkelere yönelik yatırım ve uygulamaları gerekse kaliteli hizmet sunumu sayesinde sağlık turizmindeki başarıları bağlamında giderek güçlenen bir küresel aktördür. Sadece sağlık hizmeti sunmaya dayalı insani yardım faaliyetleriyle değil yerel hükümetler ve uluslararası kuruluşlarla iş birliği içerisinde gerçekleştirdiği önemli yatırımlarla da beşerî ve mali sermaye transferi gerçekleştiren Türkiye, gelinen noktada sistem ihraç eden güçlü bir ülke konumundadır.

Son yıllarda büyük bir dönüşüm ve ilerleme kaydeden Türk sağlık sisteminin tecrübe aktarımı ve modelleme yoluyla ihraç edilmesi anlamına gelebilecek birtakım uygulamalar Türkiye'nin yürütmekte olduğu sağlık diplomasisi faaliyetleri ülke imajı inşa sürecinde stratejik hamleler

olarak değerlendirilebilir. İşletme ve eğitim faaliyetleri Türkiye Cumhuriyeti Sağlık Bakanlığı ve ilgili ülke Sağlık Bakanlıkları ile iş birliği halinde yürütülmek üzere, 2014 yılında Sudan'da açılan, Nyala Sudan Türkiye Eğitim ve Araştırma Hastanesi (T.C. Sağlık Bakanlığı, 2018) ile 2015 yılı başında resmi açılışı yapılan, Somali'deki Mogadişu Somali Türkiye Eğitim ve Araştırma Hastanesi Türk (T.C. Sağlık Bakanlığı, 2019) insani yardım sisteminin sağlık diplomasisi alanındaki faaliyetlerinin en önemli örneklerindendir.

Bunların dışında Covid-19 pandemi sürecinin ilk başlarında (henüz 2020 yılının ilk aylarında) gelişmiş Batılı ülkeler ve ABD dahil pek çok ülkede kişisel tıbbi koruma ekipmanları tedariki konusunda yaşanan sıkıntıların çözümünde Türkiye son derece aktif bir rol üstlenerek hem kendi ihtiyacını karşılamış hem de dünya genelinde onlarca farklı ülkeye yardım malzemeleri göndermiştir. Söz konusu yardımların uluslararası basında da geniş yer bulduğu görülmüştür (BBC, 2020a; DW, 2020; VOA, 2020) Türkiye'nin bu süreçte sergilediği aktif tutumun ve sağlık diplomasisi çerçevesinde ortaya koyduğu performansın uluslararası toplum nezdinde imajını ve saygınlığını yükselttiğinde şüphe yoktur.

- *Türkevi*

Bir ülkenin uluslararası imajı kendi toprakları dışında sahip olduğu işlevsel ve aynı zamanda sembol değeri olan yatırımlarla/eserlerle de yakından ilgilidir. Resmi ve sivil dış misyonların dayanışma adresleri olmanın yanında ülkenin gücünü ve siyasi etkinliğinin de göstergesi sayılabilecek kimi yatırımların kamu diplomasisindeki rolü yadsınamaz. Fikri temelleri 1970'lerin başına dayanan ve ilk olarak 3 Ekim 1977'de New York'ta açılan Türkevi (Forum USA, 2019) bu anlamda önemli bir örnektir. Zaman içerisinde fiziki şartları ve işlevselliği bakımından yetersiz hale gelen Türkevi, eski yerinde, tarihi Türk mimarisinden motifler taşıyan son derece modern bir bina inşa edilerek 2021 yılı Eylül ayında bir anlamda yeniden açılmış ve ülke imajı açısından önemli bir misyon yüklenmiştir. Türkiye'nin uluslararası politikada artan etkinliğinin ve başarı hikayesinin sembollerinden biri olarak lanse edilen (İletişim Başkanlığı, 2021) yeni Türkevi binası adeta somutlaşmış kamu diplomasisi abidesi gibidir.

- *Savunma Sanayi*

Türkiye'nin son yıllarda uluslararası toplumun dikkatini çeken başarı hikayelerinden biri de savunma sanayi alanında gerçekleştirdiği atılımlardır. Sınır ötesi terör operasyonları yanında 2020 Karabağ Savaşı'nda sergilediği performansla silahlı insansız hava aracı (SİHA) teknolojilerinde elde edilen başarı Türkiye'nin bu alanda öne çıkan güçlü bir küresel aktör olmasını beraberinde getirmiştir (BBC, 2020b). Uluslararası politikada sert gücün yeniden ön plana çıktığı ve bölgesel güç mücadelelerinin yaşandığı son yıllarda savunma sanayi atılımlarının Türkiye imajına olumlu katkı sağladığı tartışmasızdır.

- *Made in Türkiye*

Ülke imajı ve ulus markalama adına son dönemde atılan önemli adımlardan biri de "Türkiye" markasının benimsenmesiyle ilgili Cumhurbaşkanlığı Genelgesidir. Marka Olarak "Türkiye" İbaresinin Kullanımı ile İlgili 2021/24 Sayılı Cumhurbaşkanlığı Genelgesinde; "Türkiye" markasının ulusal ve uluslararası mecrada ülkemizin çatı markası olarak kabul edildiği belirtilerek "Türkiye" ibaresinin Türk milletinin kültür, medeniyet ve değerlerini en iyi şekilde temsil ve ifade ettiği vurgulanmıştır. Genelgede "Bu kapsamda• ihraç ürünlerimizde "Made in Turkey" yerine "Made in Türkiye" ibaresi kullanılmaya başlanarak, ülkemizin uluslararası ticarette gururu olan ürünlerimiz "Türkiye" ibaresi ile tanıtılmış ve tüm dünya ile buluşturulmuştur. Bundan sonra da her alanda Devletimiz ve milletimizin binlerce yıllık birikiminin '-Türkiye" markası altında temsili hedeflenmektedir. Bu çerçevede, "Türkiye" markasını güçlendirme çalışmaları kapsamında; başta diğer devletler ve uluslararası kurum ve kuruluşlarla resmi ilişkilerde olmak üzere, her türlü faaliyet ve yazışmalarda "Turkey",

"Turkei", "Turquie" vb. ibareler yerine "Türkiye" ibaresinin kullanımı konusunda gerekli hassasiyet gösterilecektir." ifadelerine yer verilmiştir (Resmî Gazete, 04 Aralık 2021).

SONUÇ

Dış politikada devletler, çıkarları ve hayatta kalabilme mücadelesi için diplomasi araçlarına başvurur. Diplomasi, uluslararası arenada devletlerin ilişkilerinin barışçıl yöntemlerle yönetilmesidir. Değişen dünya düzeninde diplomasinin tanımı ve kullanımı da değişkenlik göstermektedir. Diplomasinin dönüşümünü inceleyebilmek için tarihsel gelişmelere ve sürecin getirilerine bakmak gereklidir.

İletişim araçları artık dış politika amaç ve hedeflerini uygulamak için kullanılmaya başlanmış, etkisi ve önemi hızla artmıştır. Dijital diplomasi; uluslararası ekonomide klasik düzen, egemenlik, jeopolitik yapı gibi kavramları ortadan kaldırmaya başlamıştır. Dijital diplomasinin en iyi tanımı; ülkenin dış politika hedeflerini, kamu diplomasisini gerçekleştirmek ve uygulamak için iletişim, teknoloji ve sosyal medya platformlarının giderek daha fazla kullanılmasıdır. Sivil toplum kuruluşları, kanaat önderleri, uluslararası kuruluşlar, haber ajansları diplomaside önemli oyuncular olmalarına rağmen; dijital diplomatik aktörler için dijital varlıklar birey ve toplum da aktif olarak katılmıştır. Dijital diplomasi illaki muhatabının devlet olmadığı, devletler arasındaki diplomatik ilişkilerin devlet- toplum, devlet-birey ve halklar arasında dijital varlıklar aracılığıyla yürütüldüğü; her yerde, her zaman, herkesin yapabildiği bir hale bürünmüştür.

Bir sosyal medya kanalı olan Twitter üzerinden elçilikler, takipçilerle iki yönlü iletişim kurabilmişlerdir. Diplomatlar sadece TV değil Facebook, Twitter gibi kanallar aracılığıyla halka seslenmiş, halkla iletişim kurabilmiştir. Bu, Kamu Diplomasisi monologunun yerini alabilecek Dijital Diplomasi sayesinde gerçekleşen bir diyalogdur.

Diplomasi alanındaki değişiklikleri şu şekilde sıralayabiliriz:

- Aktör sayısı ve çeşitliliği arttı.
- Diplomatik biçimler, türler, teknikler, araçlar ve mekanizmalar değişti.
- Diplomatik ilişkiler seviyeleri değişti.
- Whatsapp, SMS gibi dijital araçlarla insanlar seferber edildi.

Her değişiklik aslında yeni bir teknolojik aletin hayatımıza girmesiyle başlamıştır. Üçüncü sanayi devrimi diyebileceğimiz dijital dönüşüm, uluslararası sistemin değişmesinde önemli rol oynayan Sanayi Devrimi'nden farklı olarak, toplumsal sorunların tüm yönlerine nüfuz etti. Dijitalleşen dünyada bilgi edinmek, bilgileri kullanmak ve hatta doğrulamak devletlerde güç olarak sonuçlanmıştır. Bu güce ulaşmak için dijital dönüşüme uyum sağlamak ve yatırım yapmak gerekmektedir.

Sonuç olarak diplomasi kavramı ve etkilerinin incelendiği bu çalışmada sosyal medya ve dijital diplomasi kanallarının etkili ve verimli diplomatik iletişim sağlayabileceği kanısına varılmıştır. Araştırma göstermiştir ki; dijitalleşen dünyada, dijital ortamlar ve sosyal medya platformları aracılığıyla gerçekleştirilen stratejik temelli diplomatik iletişim süreçleri hem ülke politikalarının aktarımına hem de ülkelerin itibar ve imajlarına olumlu katkılar sağlamaktadır.

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Siyasi Kamuoyu Araştırmalarının Seçmen Tercihleri Üzerine Etkisi: Karaman İli Örneği

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ÖZET

Demokratik ülkelerde siyasi seçim dönemlerinde siyasi partilerin, siyasal adayların seçim kampanya süreçlerinin vazgeçilmez uygulamalarından olan kamuoyu araştırmalarıdır. Siyasal kamuoyu araştırmaları siyasal iradeler ile toplum arasında bir iletişim ve etkileşim aracı işlevini yerine getirirler. Seçmenlerden siyasi partilere, siyasal iktidara siyasal bilgi akışını sağlama, hedef kitlenin tutumlarına ilişkin bilgi verme işlevi görmesi, seçmenlerden elde edilen verilere göre siyasal yapının uygulanacak politikaları biçimlendirme, seçim takvimlerinde zaman içinde fikir değişimini gösterme, kamuoyuna önem kazandırma ve azınlık görüşlerine yer verme gibi işlevlere sahiptir. Kamuoyu araştırmaları kavramı ele alınmış, bu faktörün tanımı, önemi, değişimi ve seçmen davranışlarına etkisine değinilmiştir. Çalışmanın kamuoyu araştırmalarına bakış açıları ve bu araştırmalardan etkilenip etkilenmediği ve siyasete katılım düzeylerini belirlemeye yönelik online anket çalışması yapılmıştır. Elde edilen bulgulardan bazıları; seçim dönemlerinde yapılan siyasi kamuoyu araştırma sonuçlarını takip ettikleri, siyasal kararlarını etkilemediği, kamuoyu araştırmalarına olan güven konusunda kesinlik olmadığı, seçmenlerin siyasal tercihlerini yönlendirmede kısmen bir etki olduğu ve siyasal kamuoyu araştırmalarında ortaya çıkan sonuçların seçmenin mensubu olduğu partiye olan bağlılığı konusunda asla vazgeçmeyeceklerini ifade etmektedirler

Anahtar Kelimeler: Seçmen Davranışları, Kamuoyu Araştırmaları, Siyasal Katılım

The Effect of Political Public Opinion Research on Voter Preferences: The Case of Karaman

ABSTRACT

Public opinion polls are one of the indispensable practices of the election campaign processes of political parties and political candidates during political election periods in democratic countries. Political opinion polls fulfill the function of a communication and interaction tool between political will and society. It has functions such as providing the flow of political information from the voters to the political parties, providing information about the attitudes of the target audience, shaping the policies to be implemented by the political structure according to the data obtained from the voters, showing the change of opinion in the election calendars, giving importance to the public opinion and giving place to minority views. The concept of public opinion surveys is discussed, the definition of this factor, its importance, change and its effect on voter behaviors are mentioned. An online survey was conducted to determine the viewpoints of the study on public opinion surveys and whether they were affected by these researches and their level of participation in politics. Some of the findings obtained; They state that they follow the results of the political opinion polls made during the election periods, that they do not affect their political decisions, that there is no certainty about the trust in the opinion polls, that the voters have a partial effect in directing their political preferences, and that the results of the political opinion polls will never give up on the loyalty of the voters to the party to which they belong.

Keywords: Voter Behaviors, Opinion Surveys, Political Participation

1.GİRİŞ

Siyasi kamuoyu araştırmaları, bir ülkedeki seçmenlerin tercihlerini ölçmek ve analiz etmek için kullanılan önemli bir araçtır. Bu araştırmalar, siyasi partilerin ve adayların seçim kampanyalarını planlamak, stratejilerini belirlemek ve mesajlarını şekillendirmek için kritik bilgiler sağlar. Ancak, bu araştırmaların seçmen tercihleri üzerindeki etkisi, bazı tartışmalara neden olmuştur. Siyasi kamuoyu araştırmaları, seçmen davranışlarını öngörmek ve genel eğilimleri belirlemek için anketler ve anketler kullanır. Bu araştırmalar, seçmenlerin hangi partiye veya adaya oy vereceklerini veya hangi konularda öncelik verdiklerini anlamak için geniş bir demografik ve sosyal bilgi sağlar. Bunun yanı sıra, bu araştırmalar siyasi partilere, kamuoyu algısı ve memnuniyeti hakkında geribildirim sağlayarak, politika ve mesajlarını şekillendirme fırsatı sunar. Ancak, siyasi kamuoyu araştırmalarının seçmen tercihleri üzerindeki etkisi konusunda bazı eleştiriler bulunmaktadır. Birincisi, araştırmaların sonuçları genellikle kamuoyunda bir etki yaratır ve seçmenlerin tercihlerini şekillendirebilir. Bu durum, seçmenlerin gerçek düşüncelerini ifade etmek yerine, popüler veya kazanan bir adaya oy verme eğilimine yol açabilir. Siyasi kamuoyu araştırmaların sonuçları, medya tarafından geniş bir şekilde rapor edildiğinde, seçmenlerin tercihlerini daha da etkileyebilir. Medya, siyasi araştırmaların sonuçlarını vurgulayarak, seçmenlerin tercihlerini etkileyen bir araç haline gelebilir. Bu durumda, seçmenlerin gerçek fikirlerini ifade etmek yerine, kamuoyu araştırmalarındaki sonuçlara göre hareket etmeleri muhtemeldir. Siyasi kamuoyu araştırmaları, seçmenlerin tercihlerini etkileyen bir döngüye neden olabilir. Yani, bir parti veya adayın popüler olduğu bir kamuoyu araştırması sonucunda, seçmenler bu popülerliği göz önünde bulundurarak oy verebilirler. Bu da, daha fazla popülarite ve daha yüksek bir seçim sonucuyla sonuçlanabilir. Dolayısıyla, kamuoyu araştırmaları, seçmenlerin tercihlerini etkileyerek, gerçek demokratik süreçten uzaklaşmalara yol açabilir.

2. KAVRAMSAL-KURAMSAL ÇERÇEVE

2.1. SEÇMEN KAVRAMI

Seçmen, bir demokratik sistemdeki seçimlerde oy kullanan bireyleri ifade eden bir kavramdır. Seçmenler, vatandaşlık haklarına sahip olan ve belirli bir seçim bölgesinde ikamet eden kişilerdir. Seçmenler, genellikle yasal yaş sınırlamalarına ve diğer belirli gereksinimlere sahip olmalıdır. Seçmenler, demokratik bir süreçte temsilci demokrasinin işleyişini sağlar. Seçimlerde oy kullanarak, siyasi partilerin veya adayların seçimlere katılma hakkını elde ederler ve politik liderleri belirlerler. Seçmenlerin tercihleri, bir ülkenin politikalarının belirlenmesinde etkili olabilir ve halkın iradesinin yansıtılmasını sağlar.

Demokratik yönetimlerin en önemli unsurlarından biri seçmendir. Seçimlerde oy kullanmaya yetkili seçmenler bir yönetici sınıfı veya siyasi partiyi ve onların haklarını iktidara getirebilir, ya da onları yönetimden uzaklaştırma gücünü kullanabilme imkanına sahip vatandaş olarak tanımlanabilir (Kalender, 2005: 23). Seçmen, kendisine verilen oy haklarını kullanırken yöneticilere destek verme iradesine sahip olduğu gibi o da iktidara desteğini çekme hakkına da sahiptir. Seçmenler vermiş oldukları kararla kendilerini yönetecek iktidarı seçmekle birlikte aslında o iktidarın alacağı kararlardan da bizzat etkilenen grubu temsil etmektedir. Demokratik gelişmeler neticesinde seçmen kavramı giderek önem kazanmaktadır. Önceleri mülkiyet, zenginlik, eğitim, cinsiyet, ırk gibi belirli özellikleri gibi kavramlar seçmen kıstasıyken demokratik gelişmeler ile vatandaş olmak, belirli bir yaşta olmak, kısıtlı ve hükümlü olmamak gibi genel oy anlayışının geçerli olduğu bir sisteme evirilmiştir (Teziç, 2014: 303-305)

Anayasanın 67. maddesine göre seçme hakkının demokratik ilkeleri; Eşitlik İlkesi Genellik İlkesi Bireysellik İlkesi Gizlilik İlkesi Serbestlik İlkesine dayanmaktadır.
Seçmenlerin rolleri ve önemleri demokratik bir toplumun temelini oluşturur. Seçmenler, kendi çıkarlarını ve değerlerini temsil eden adayları destekleyerek, politikaların ve hükümetin şekillenmesine katkıda bulunurlar. Ayrıca, seçmenlerin oy kullanma hakkı, demokratik sürecin adaletli ve meşru bir şekilde işlemesini sağlar. Seçmenler, politik süreçlere katılarak demokratik yönetimde aktif bir rol oynarlar. Oylarını kullanarak tercihlerini ifade ederler ve siyasi kararlarda söz sahibi olurlar. Seçmenlerin katılımı, toplumun farklı kesimlerinin temsil edilmesini sağlayarak demokratik kararların daha geniş bir tabana dayandığını gösterir. Sonuç olarak, seçmenler demokratik bir toplumun temel taşlarıdır. Oy kullanma hakkına sahip olan bu bireyler, seçimler aracılığıyla siyasi liderleri belirler ve politikaların şekillenmesine katkıda bulunurlar. Seçmenlerin tercihleri, demokratik sürecin meşruiyetini ve temsil gücünü sağlar.

2.2. SEÇMEN DAVRANIŞLARI VE SİYASAL KATILIM

Seçmen davranışları en genel tanımıyla, seçmenlerin güç sahibi olduğu değer, inanç, tutum ve davranışlarını siyasi tercihlerine yansıtması şeklinde ifade edilmektedir. Seçmen davranışı, bireylerin merkezi veya yerel teşkilatların yöneticilerini etkileyerek kamu politikalarının belirlenmesine yön veren tutum düşünce ve davranışlardır. Siyasi davranış herkes için farklıdır. Demokratik bilincin var olduğu toplumlarda siyasi davranış en basit ve en kolay şekilde oy verme davranışı olarak görülmektedir. Kalaycıoğlu, seçmen davranışında iki aşama olduğunu belirtmektedir. Seçmenler önce oy kullanıp kullanmayacaklarına karar verirler. Oylamaya katılımın iki boyutu vardır. Aktif katılım ile seçmenler sadece oy vermekle kalmaz, başkalarını da oy vermeye ikna ederek seçim sonucunu etkilemeye çalışır. Pasif katılımda ise seçmenler sadece oy kullanır ve başkalarının kararlarını etkileme niyetinde değildir. (Kalaycıoğlu, 1983: 203). Seçimlerde oy kullanma kararı alan seçmenler için ikinci aşamada hangi siyasi partiyi tercih edecekleri önemlidir. Seçmenler bu aşamada kendi taleplerine cevap vereceğine inandığı siyasi partiler lehine oy tercihinde bulunmaktadır Bireylerin seçimlere katılma kararı almasında arkadaşlarının, ailesinin, meslektaşlarının ve çevresinin etkisinden söz etmek mümkündür. S. Martin Lipset bir gruptaki oy kullanma eğilimi ile ilgili olarak bazı genellemelerde bulunmuştur: Grubun menfaatleri hükümetin politikalarından ciddi şekilde etkileniyorsa seçimlere katılım yüksek düzeyde gerçekleşmektedir.

- Grubun, siyasal kararların kendi çıkarları ile olan ilişkisi hakkında bilgi edinme olanaklarına sahip olması durumunda seçimlere katılım yüksek olacaktır.
- Bireylerin oy kullanmaları için arkadaş, meslektaş veya sosyal çevresinden gelen baskılar, oy kullanma oranını artırabilmektedir (Lipset, 1986: 188).

Siyasal katılmanın bir başka tanımı ise; “Toplumun parçası olan bireylerin, siyasal davranış türü olarak alınan ya da alınacak her türlü siyasal, ekonomik ve toplumsal kararlar karşısında gösterdikleri tepkiler, eğilimler ve yaklaşımlar” biçiminde yapılabilmektedir. Bu bağlamda seçmenlerin siyasal sistem karşısında gösterdikleri davranışlar şunlardır:

- Oy kullanmak,
- Seçim propaganda ve kampanyalarında rol almak,
- Parti üyesi olmak,
- Bir baskı grubunun aktif üyesi olmak
- Siyasi gösteri ve grevlere katılarak kamu politikalarını yönlendirmek,
- Yerel veya merkezi iktidarların danışma birimlerinde yer almak
- Tüketici haklarını koruyan kurumlara üye olmak,
- Vergi ödemeyi kabul etmemek, zorunlu askerliğe itiraz etmek gibi sivil itaatsizlik faaliyetlerinde bulunmak (Birch, 1993; Aktaran: Turan ve Temizel, 2015: 9)

2.3. OY VERME DAVRANIŞINA YÖNELİK YAKLAŞIMLAR

Seçmenlerin siyasal tercihlerini yönlendiren durumların neler olduğu yönündeki bir tartışma alanı oluşturmaktadır. Bu sebeple siyaset, sosyoloji ve psikoloji gibi bilim dalları seçmenlerin tercihlerini etkileyen faktörlerin neler olduğu sorusuna yanıt aramaktadır. Seçmen davranışlar ile ilgili olarak çeşitli araştırmalar yapılmış olup bu araştırmalar sonucunda üç yaklaşımda söz edilmektedir. Bu yaklaşımlar,

- Sosyolojik Yaklaşım
- Psikolojik Yaklaşım
- Ekonomik ya da Rasyonel Yaklaşım olarak belirtilmiştir (Kalender, 2005: 39).

2.3.1. Sosyolojik yaklaşım

Oy verme davranışına sosyolojik açıdan yaklaşan bu yaklaşıma göre, ait olunan sosyal grup bu davranışın belirleyicisi durumundadır. Seçmenler, oy vermeye araçsal bir anlam yükledikleri için ait oldukları sosyal grubun çıkarlarını en iyi şekilde yansıtan partilere oy verirler. Aileden gelen psikolojik etki yerine toplum içindeki bölünmeler, davranışlar açısından belirleyici konumdadır. Sınıf, cinsiyet, etnisite, dini inançlar ve yaşanılan coğrafi bölge bu bölünmelerin en önemlilerini oluşturur (Heywood, 2007: 311).

İlk defa Columbia Üniversitesi'nde bulunan bazı sosyal bilimciler tarafından ortaya çıkarıldığı için "Columbia Ekolü" olarak da bilinmektedir. Bu yaklaşım, aile içindeki bireylerinin birbiriyle aynı siyasi tercihte bulunduğunu ve çocuklarının da anne babasına benzer siyasi davranışta bulunduğunu belirtmektedir. Aile dışında bireylerin içinde bulundukları ekonomik statü, dini ilişkiler ve sosyal yaşam alanlarının da siyasal tercihlerin oluşmasında etkileri olmaktadır.

2.3.2. Psikolojik yaklaşım

Psikolojik yaklaşım, bireylerin geçmişine bakarak küçük yaşlardan itibaren içinde bulunduğu ailenin etkisiyle edindiği siyasi tavır ve davranışlar neticesinde bir siyasi partiye psikolojik bağlarla bağlanacağını ileri sürmüştür. Bu yaklaşım bireylerin, içinde yaşadıkları ailenin etkisiyle belli bir siyasi partiye erken yaşlardan başlayan bir aidiyet duygusuyla bağlanmasını temel dayanak olarak göstermektedir (Heywood, 2007; Ünal, 2016: 101)

2.3.3. Rasyonel yaklaşım

Ekonomik değişkenleri göz önünde bulundurduğu için "ekonomik yaklaşım" olarak da bilinen bu yaklaşımın temel düşüncesini bireylerin istek, arzu ve çıkarları doğrultusunda hareket ederek bu isteklerini yerine getirebileceğine inandığı siyasi 21 parti veya adayın lehine o kullanması oluşturmaktadır (Kalender, 1998: 53).

2.4 SEÇMEN DAVRANIŞLARINI ETKİLEYEN FAKTÖRLER

2.4.1. Seçmen Davranışını Etkileyen Siyasi Faktörler

2.4.1.1. Siyasi Partiler

Siyasi partinin seçmen davranışlarının etkilemeyebilmesi noktasında parti lideri, parti programı, partinin icraatları, toplumsal bellek, gelecek tahayyülü, politikaları, dine bakış açısı ve seçmenlerle ilgili faktörler yer almaktadır (Göker G., Doğan, A., 2013: 26- 28).

2.4.1.2. Aday/Lider

Günümüz demokrasi modelinin doğal bir sonucu olarak temsil faktörü partinin niteliklerini yanı sıra adayların da birtakım bireysel özelliklerinin önem kazanmasına katkı sağlamıştır. Bu durumda adayın dini, etnik kökeni, sosyal sınıfı, akrabalık durumu, cinsiyeti ya da ötekilerde ayırt edici herhangi bir özelliği bireyin siyasi tutumunu etkilemektedir.

2.4.1.3. Medya ve Propaganda

Siyaset alanını medya aracılığıyla takip eden bireylerin siyasal katılım artmakta ve siyasa katılımın yönü medya arzına göre şekillenmektedir. Siyasi partiler, sokak kampanyaları, parti

toplantıları, halkla bütünleşme çalışmaları ve araştırmalarıyla propagandalarını yürüterek seçmeni etkilemektedir. Propagandanın amacı: ‘’Fertleri kabule zorunlu olmadıkları bir düşünceyi, istekleriyle kabule, yapmaya zorlanamayacakları bir hareketi istekleriyle yapmaya yöneltmektir’’ (Demirçi, 2012: 31)

2.4.1.4. Hizmetler

Bir siyaset kurumunun temel görevlerinden biri de vatandaşa hizmet etmektir. Ulusal ve yerel yönetimler tarafından sağlanan hizmetler seçmen davranışlarını büyük ölçüde etkiler. Ülkenin içinde bulunmuş olduğu konjonktür vatandaşın, hükümetin faaliyetlerini değerlendirme biçimini belirlemektedir. Seçmenler ülkenin gündemini, iktidar ve muhalefet partilerinin çalışmalarını hep geçmişle kıyaslayarak değerlendirmektir.

2.4.2. Seçmen Davranışını Etkileyen Sosyolojik Faktörler

2.4.2.1. Kimlik/İdeoloji

Toplumdaki siyasal eğilimlerin analizi açısından bireyin sahip olduğu siyasal kimliklerin incelenmesi, siyasal saptamaların sağlıklı yapılabilmesine olanak sağlar. Toplumların kendine özgü tarihi, bireylerin siyasi anlayışlarını da etkiler. Bu nedenle toplumda çeşitli ideolojiler görülmektedir. Yani, siyasi kimlik söz konusu olduğunda, demokrat, liberal, muhafazakâr sağcı, solcu vb. tanımlayan kişiler akla gelmemelidir. Bireyin siyasi kimliği, sosyal çevrede oluşan daha spesifik bir biçimdir. (Güllüpunar, 2010: 41). Kalaycıoğlu, seçmenin tercihlerinde ideolojinin etkisinin büyük olduğunu belirtmiştir. (1999: 56) Ekonomik faktörler yerine ideolojik ve kültürel faktörlerin seçmenlerin tercihlerinde baskın unsur olduğu söylenebilir. Özellikle sosyal kutuplaşmanın zirve yaptığı dönemlerde seçmenlerin sosyopsikolojik motivasyon algısı ait olduğunu hissettiği siyasi akımın, seçmenlerin ideolojisinin oy verme davranışlarını etkilediğini göstermiştir.

2.4.2.2. Toplumsal Otorite ve Hiyerarşik Yapı

Otorite; politika, yönetim ve idare araştırmalarının temel kavramlarından biridir. Çünkü güç ve otorite hayatın temel fonksiyonu olarak görülür. Bu gücün yapının oluşmasında aile başta olmak üzere sosyal çevremizle olan bütün ilişkilerimiz birer faktördür. Bu bakımdan politik hayatın fonksiyonlarının gerçekleşmesinde temel unsur olan otorite, ilk sosyal deneyimlerin üretilmesini de sağlamaktadır (Güllüpunar, 2010: 58).

Birey yaşadığı yer, ilişki ağları veya mesleğine göre bir grubun üyesi olur. Bu ilişkiler kısmen de olsa bireysel özgürlükleri korur. Ancak, bunları birkaç hiyerarşik gruba eklemenize de zorlar. (Erol, 2003: 58). Bu gruplardaki bireyler otoriteyi kabul ettikleri gibi, sosyal düzen şekillendirmede diğer gruplarla ilişki kurarlar. Böylece bireyin siyasi tercihlerinin, ait olduğu gruba veya grubun ilişki ağı içinde bulunduğu diğer gruplardan etkilendiği söylenebilir.

2.4.2.3. Eğitim

Eğitim, seçmen davranışını iki şekilde etkiler. Öncelikle Eğitim olarak eğitim, bilgi düzeyi yükseltir ve dolayısıyla seçmenin siyasi olayları, bu olayların sebebini ve sonuçlarını daha değerlendirmelerini sağlar. Diğer yönden ise eğitimle bireyin siyasal davranışlarını şekillendirilmesi ve pekiştirilmesi sağlanmaktadır.

2.4.2.4. Din

Siyasi alanda din faktörü bazen bölücü bazen de birleştiricidir. Siyasî alandaki bu etki hiç kuşkusuz toplumun dine verdiği önemin bir sonucudur. Türkiye gibi muhafazakâr toplumun kalabalık olduğu ülkelerde Din siyasi platformun önemli bir parçasıdır. Türkiye çoğu durumda siyasi kararlar alırken din anlayışından uzaklaşmamıştır. Siyasi taraflar da etkili olan din faktöründen konuşmaları ve faaliyetlerinde yararlanırlar. Bazı partiler ise dini bir ideoloji olarak görmekte ve vatandaşlarla iletişiminde dini ön plana getirmektedir. Bu bağlamda dini tercihler insanların seçim kararlarında önemli rol oynamaktadır.

2.4.2.5. Kentsel/Kırsal Yaşam

Bireyin yaşadığı yer ile siyasal davranışı arasındaki ilişki birçok alanda net bir şekilde görülmektedir. Yaşam alanının genişliği ve büyüklüğü siyasi katılımını teşvik ederken bu yerin küçüklüğü katılımı seyrekleştirmektedir. Genel olarak köy ve kent ayrımında kentteki katılım oranı daha yüksektir. Modern dünyanın mekânsal sonucu olarak düşünülen şehirlerdeki demokrasi kültürü siyasal anlamdaki katılıma farklı bir özellik kazandırırken seçmen kesimde yönetimi belirleme içgüdüsünü artırmaktadır (Dursun, 2014: 244).

2.4.3. Seçmen Davranışını Etkileyen Ekonomik Faktörler

Birey siyasi bir tercih yapmadan önce toplumun sorunlarının çözülmesini ister ve tabii ki hangi taraf bu soruna çözüm üretebilirse seçmenler onu destekler. Dolayısıyla işsizlik, enflasyon, ekonomik parametreler, ekonomik değişimler ilgili faktörler ve bu konuda uygulanan politikalar seçmenin oy tercihini önemli ölçüde etkiler (Çaha, 2008: 44)

2.4.4. Kitle İletişim Araçlarının Seçmen Davranışlarına Etkisi

Kitle iletişim araçlarının insanların davranışlarını etkilemesi yeni bir olgu değildir. Özellikle günümüzde siyasi hayattan münferit pek çok olayın kitle iletişim yoluyla öğrenildiği düşünülmektedir. Kitle iletişim araçları günümüz teknolojisinin hızlı gelişimi sonucunda insanların birçok konuda bilgiye kolay, hızlı ve ucuz bir şekilde ulaşmasını sağlamaktadır. Teknolojinin gelişmesiyle birlikte sosyal medya da toplumların hayatına girmiştir böylece hızla geleneksel iletişim araçlarının yerini almaya başlamıştır. Siyasi partiler ve yöneticiler daha geniş bir kitleye ulaşmak için birçok iletişim aracını bir arada kullanmaya başlamıştır.

Kitle iletişim araçları teknolojilerinin özellikle günümüzde çok hızlı gelişmesi, insanların dünyanın her tarafındaki olaylardan anında haberdar olmasına, her türlü konu hakkında daha kolay ve çok düşük maliyetle bilgilenmesine sebep olmuştur. Bu durum, çoğu insanın günlük hayatındaki olaylara bakış açısını değiştirmekte ve karar verme sürecini de etkilemektedir(Kalender, 2005: 106).

İnternetin sosyal yaşam üzerindeki artan etkisinin bir sonucu olarak siyaset dünyasında da seçmene ulaşmak için ciddi anlamda bir araç olarak görülmektedir. Sosyal medyada iki yönlü bir ilişkiden bahsetmek mümkündür. Bireylerin politikacılarla iletişim kurmasını kolaylaştırır. Geleneksel medyada ise bireylerin bu tür imkânları yoktur. Sosyal Medya, geleneksel medyadan daha hızlı iletişim sağlar. Sosyal medya sayesinde siyasetçiler de daha geniş bir kitleye ulaşabilmektedir. Özellikle gençlerin sosyal medyada fazla zaman geçirmeleri ve bu kuşağın önemli bir oy potansiyeline sahip olması nedeniyle siyasi liderler bu kesime ulaşmak için sosyal medyayı kullanmaktadır. Sosyal medya daha özgür bir ortam yaratmıştır ve onu geleneksel medyadan ayıran temel özellik budur. Bireyler, sosyal medya platformları vasıtasıyla basında yer almayan gündeme dair haberleri takip etme imkânı yakalamaktadır. (Şener, 2015: 94). Seçmenlerin en fazla takip ettikleri kitle iletişim araçlarından birisi televizyondur. Konya'da yapılan bir çalışma, televizyon ve gazete yayınlarının, mitinglerin seçmenlerin daha fazla dikkatini çektiğini buna karşılık parti ve adaylara ait ilan ve broşürlerin, radyo yayınlarının ve internet sitelerinin önem seviyelerinin biraz daha düşük olduğu sonucuna ulaşmıştır (Kalender, 2003: 33). Kitle iletişim araçlarının seçmenlerin siyasal kararlarını verebilmelerinde önemli roller oynadıkları düşünülmektedir(Bektaş, 1996:115-117).

3. KAMUOYU ARAŞTIRMALARI

3.1. Kamuoyu Kavramının Tarihsel Gelişimi

Kamuoyunun güncel anlamının sade ve kolay bir biçimde anlaşılmasını sağlayan ünlü Latin atasözü "vox populi vox dei" (halkın sesi hakkın sesidir) siyaset bilimciler arasında yaygınlaşarak günümüze kadar ulaşmıştır. İngiltere'de bu kavram ilk kez 1741 yılında "halkın düşüncesi" anlamında kullanılırken Fransa'da 1744 yılında J. Rousseau tarafından "toplumun tavrı" şeklinde kullanılmıştır (Abadan, 1966: 4-5). Antik Yunan'da "site" devlet yapısı

içerisinde köle ve yabancılar haricinde diğer bireylerin oy kullanma hakkının olması (sınırlı da olsa) siyasi katılımın izlerini göstermiştir. Bu durum bireyleri siyasal olaylar karşısında etkin hale getirmiş ve "kamu" fikrinin oluşumuna katkı yapmıştır (Bektaş, 2018: 13-14). Aydınlanmanın doğuşunun, büyük şehirlerin doğuşu, Matbaanın icadı, eğitimin yaygınlaşması, ücretli çalışmanın ortaya çıkması gibi toplumsal, ekonomik ve siyasi gelişmeler ışığında gerçekleştiğini söylemek mümkündür. Paris ve Londra gibi büyük şehirlerin yükselişiyle birlikte basın ve tartışma kültürünün oluşması kamuoyunun oluşmasında etkili olmuştur. Bu dönemde ortaya çıkan kahvehane gibi mekânlar gazetelerin okunduğu, haberlerin toplandığı, siyasal ve edebi konularda fikir alışverişinin yapıldığı merkezler durumuna gelmişlerdi. İngiltere ve Fransa'daki bu yerlerdeki tartışmalar ve bilgi alışverişi kamuoyu fikrinin oluşumunu önemli ölçüde etkilemiştir (Sennet, 1996: 111).

3.2. Türkiye'de Kamuoyu Araştırmalarının Gelişimi Türkiye'de siyasi kamuoyu araştırmaları

1950'lerin ilk yarısında başlamıştır. İstanbul'un kalabalık yerlerinde gazeteler tarafından kurulan sandıklar vasıtasıyla vatandaşlardan hangi siyasi partiye oy vereceği sorusuna cevap aranmıştır. İlk araştırma şirketi 1961 yılında PEVA (Piyasa Etüd Müşavirlik Araştırma Limited Şirketi) olmuştur. Daha sonra PEVA'dan ayrılarak 1975'de PİAR (Piyasa Araştırma Ltd. Şirketi) ve 1983 yılında SİAR'ın (Sosyal ve İktisadi Araştırmalar Ltd. Şirketi) kurulmuştur. Türkiye siyasetinde önemli gelişmelerin kamuoyu araştırmalarının gelişimi açısından önemi büyüktür. Özellikle ordunun yönetime el koyduğu askeri darbelerin yaşandığı, askeri muhtıraların verildiği veya sıkıyönetim uygulamalarının yaşandığı baskıcı dönemlerde kamuoyu araştırmalarının sınırlı düzeyde kaldığı söylenebilir. 24 Ocak 1980 kararlarıyla birlikte liberal politikaların eşliğinde dış dünya ile yaşanan uyumun başlamasıyla birçok araştırma şirketi Türkiye'ye gelerek araştırmalar yapmış, bu araştırmalar ülkemizde de bir esin kaynağı olmuştur. 80'li yıllarla beraber Kamar, Konda, Sonar, Siar gibi araştırma şirketleri kurulmuştur. 2000'li yıllar kamuoyu araştırma şirketlerinin sayısının artmasıyla birlikte seçimlere yönelik olarak daha fazla araştırmanın kamuoyu ile paylaşıldığı bir sürecin başlangıcı olmuştur. Kamuoyu araştırma şirketlerinin sayısının özellikle 2010 yılından beri ciddi bir şekilde arttığı görülmektedir. 2010 yılından itibaren yapılan seçimlerde birçok araştırma şirketi seçimlerle ilgili farklı tahminler ortaya koymuştur.

3.3. Kamuoyu Araştırmalarının Tanımı ve Önemi

Seçmenlerin siyasi tercihlerini etkileyen faktörlerden birisi de kamuoyu araştırmalarıdır. Celinda Lake ve Callbeck Harper kamuoyu araştırmalarını, "Alt bir gruba veya daha büyük bir grubu genellemek için kullanılan örneklemden veya örneklemin elde edildiği popülâsyondan sistematik, bilimsel ve tarafsız bilgi toplama işlevi olarak tanımlamıştır" (Lake ve Harper, 1997: 4).

Genel olarak bakıldığında kamuoyu araştırması, halkın tümünün veya belirli bir bölümünün sosyal, kültürel, siyasal ve ekonomik faaliyetlerine bağlı olarak tutum, davranış, eğilim, düşünce ve ihtiyaçlarının genel yapısının saptanması amacıyla gerekli bilgilerin sistemli olarak toplanması, objektif biçimde kaydedilmesi, sınıflandırılması ve analiz edilerek sunulması olarak tanımlanır (Bakan, 2000: 37).

Diğer bir tanım da kamuoyunu temsil eden örnek bir grubun bireyleriyle görüşülüp, onların görüşlerini, eğilimlerini, tutum ve davranışlarını belirlemek amacıyla yapılan araştırmalardır. Kamuoyu araştırmaları toplumun bir bölümünü veya toplumun tamamını oluşturan bireylerin incelenmesi tutumlarını, davranışlarını, beklentilerini, eğilimlerini ve düşüncelerini öğrenmek amacıyla yapılmaktadır. Özellikle siyaset bilimi, sosyoloji, eğitim, tıp ve ekonomi alanlarında günümüzde birçok alanda kamuoyu yoklamaları yapılmaktadır. Bu çalışmada ise siyasi

kamuoyu çalışmalarına odaklanılmıştır(Mahmut Mert Aslan, kamuoyu araştırmaları,https://scholar.google.com.tr/scholar?q=kamuoyu+ara%C5%9Ft%C4%B1rmalar%C4%B1+nedir&hl=tr&as_sdt=0&as_vis=1&oi=scholart)

Siyasi kamuoyu araştırmaları hem siyasi partiler hem de seçmenler için çok önemlidir. Siyasi partiler ve adaylar stratejilerini seçimlerden önce kısmen bu araştırtma sonuçlarına göre belirlemektedir. Halkın gereksinimlerini ve ihtiyaçlarını öğrenmek için çok fazla fırsatları olmadığı için kamuoyu araştırmalarını kullanmak onlara kolaylık sağlamaktadır. Ayrıca seçmenlerin siyasi tutum ve davranışları ve gündemdeki önemli konulardaki eğilimleri pozisyonları ve tutumları Kamuoyu araştırmaları ile neler olup bittiğini göstermektedir.

Seçmenler ise kamuoyu araştırmaları aracılığıyla ihtiyaçlarını, fikirlerini, sorunlarını siyasi parti ve adaylara ulaştırmaktadır (Balcı ve Ayhan, 2004: 139).

Kamuoyu araştırmaları sonuçlarının seçmenlerin üzerinde etkisi tartışmalı birlikte gerek seçmenler gerekse de siyasi parti lider ya da adaylarının gözünde olumlu veya olumsuz yönde ciddi motivasyon etkilerinin olduğu söylenebilir. Özellikle seçim öncesi kamuoyu araştırmaları önem kazanmakta ve tahminler yürütülmektedir. Kamuoyu araştırmalarının topluma aktarılması konusunda medya araçları önemli bir yere sahiptir. Kitle iletişim araçlarının genişlemesi ve çoğalmasıyla birlikte kamuoyu olgusu ve kamuoyu araştırmaları yeni bir ivme kazanmıştır. Ticari amaçla kamuoyu araştırmaları yapan araştırma şirketlerinin müşterilerini genellikle siyasi çevreler ve basın kuruluşları oluşturmaktadır. Siyasi partiler ve çevreler kampanyalarına yön vermek için kamuoyunun tutum, davranış ve eğilimlerini öğrenmek amacıyla kamuoyu araştırmaları yaparken medyanın görevi toplumu bilgilendirmek ve ticari çıkarlarını göz önünde bulundurmaktır. Kamuoyu araştırma sonuçlarının topluma duyurulması ve kamuoyunun bilgilendirilmesi sadece medya araçlarının kullanılmasıyla mümkündür. Böylece siyasal güçlerden kamuoyuna medya ve kamuoyu araştırmaları aracığıyla mesaj iletilmekte ve siyasal iletişim kavramı oluşmaktadır.

4. KAMUOYU ARAŞTIRMALARININ SEÇMEN TERCİHLERİ ÜZERİNE ETKİSİ

Yapılan araştırmalar sonucunda kamuoyu araştırmalarının seçmen davranışları üzerinde etkileri şu şekilde açıklanmıştır:

- Gözde olana yönelme etkisi (Bandwagon effect)
- Zayıfa destek etkisi (underdog effect)
- Kamçılanma etkisi (lash effect
- Toparlanma etkisi (momentum effect)
- Stratejik karar (tactical voting)
- Pasifleştirme Etkisi (Passivation Effect) (Özerkan ve İnceoğlu, 1997: 33)

4.1. Gözde Olana Yönelme Etkisi (Bandwagon Effect)

Parti ya da adayın kazanma şansı az veya hiç olmadığı durumlarda, kararsız seçmenlerin kamuoyu araştırması sonuçlarına göre önde gelen ve ideolojik konum veya nitelikleri açısından kendisine yakın bulduğu başka bir partiye yönelmesi şeklinde ortaya çıkan "gözde taraf etkisi" kitle iletişim araçlarıyla yayınlanan kamuoyu araştırma sonuçlarının seçmene ulaşması durumunda söz konusu olabilmektedir (Güz, 2005: 151). Bu etkinin temelinde herkesin böyle bir davranışta bulunması ve insanların kaybeden tarafta yer almama eğilimi bulunmaktadır (Kalender, 2005:101). Kamuoyu araştırma sonuçlarının daha çok gözde olana yönelme etkisi yaratacağı endişesinin olmasına karşın diğer ülkelerde yapılan çalışmaların bu etkinin o kadar güçlü olmadığını göstermiştir.

4.2. Zayıfa Destek (Yenilmişlik Etkisi) (Underdog Effect)

Yenilmişlik etkisi seçimlerde bir aday ya da partinin önde olduğunu gösteren kamuoyu araştırmalarının kararsız seçmenleri, bu aday veya partiye muhalif olarak diğer partilerin etrafında toplanmaya itmesini (Özkan, 2007: 186), yani seçilme şansı daha az olan parti ya da adaya yönelmesini ifade etmektedir. Bu etki sebebiyle kararsız seçmenlerin sonucu açıkça belli olan bir seçimde bir tarafın ezici bir çoğunlukla kazanmasını istememeleri (Ergin, 2009: 333). Onları seçimi ezici bir yenilgiyle kaybetmesi muhtemel görünen aday ya da partiye yönlendirmektedir (Güz, 2005: 153). Kalender (2005: 101) zayıfa destek etkisine örnek olarak İngiltere'de 1983 yılında yapılan Bermondsey ara seçimlerini göstermektedir.

4.3. Kamçılanma Etkisi (Blacklash Effect)

Kamuoyu araştırmaları sonucunda kazanma şansı düşük olan parti ya da aday taraftarları bu durumu değiştirmek için daha çok çalışmaya gere duymakta ve bu durum da kamçılanma etkisini ortaya çıkarmaktadır. Dolayısıyla kamuoyu araştırma sonuçlarının yayınlanmasıyla birlikte bu araştırma sonuçlarına göre zayıf görünen parti ya da adayın bu etki sebebiyle toparlanarak atağa geçmesi söz konusu olabilmektedir (Güz, 2005: 153). Oyu geride görünen parti seçmenlerinin bu partinin oy oranlarını artırmak için sandığa daha istekli bir şekilde gitmeleri şeklinde değerlendirilebilir.

4.4. Toparlanma Etkisi (Momentum Effect) Oy oranı düşük parti ya da adayın bu durumu taraftarlarını diğer parti ya da adaylara yönlendirebilir. Siyasal kampanya boyunca siyasi partilerin oy oranındaki değişmeleri de ortaya koyan kamuoyu araştırmaları seçmenlerin kazanamayacağı düşüncesiyle oy vermemeyi düşündüğü parti ya da adayın oy oranlarının arttığını gösterdiğinde seçmenler kararlarını değiştirerek yeniden bu aday ya da partiye yönelebilmektedirler (Güz, 2005: 153-154). Yani seçmenlerin sempati duyduğu ancak kazanma ihtimalini düşük gördükleri aday ya da partilerin kamuoyu araştırmaları sonucunda oy oranının arttığını görmesiyle tekrar bu aday ya da partiye yönelmesidir. Bu da kamuoyu araştırmalarının "toparlanma etkisini" ifade etmektedir (Atabek, 1996: 869).

4.5. Stratejik karar (Tedbirli Oy Kullanma) Etkisi (Tactical Voting)

Seçmenler birden fazla aday ya da partinin seçime katılması durumunda sempati duydukları partilerden küçük olanı tercih etmek yerine büyük olan partiyi tercih edebilmektedir. Bu yönelimin olması için bu parti ya da adayların oy oranının birbirine yakın olması gerekir. Bu durum kamuoyu araştırmalarının seçmen üzerinde temkinli yaklaşma davranışı geliştirdiğini gösterir. Bu davranışın temel sebebi boşa gidecek oy kavramını ortadan kaldırmaktır.

4.6. Pasifleştirme Etkisi (Passivation Effect)

Bir parti ya da adayın seçim döneminde kazanma ihtimali çok yüksek ise seçmen kaybetme ihtimali olan kendi aday ya da partisine karşı pasifleşir ve sandığa gitmekten vazgeçer. Seçmenin seçim öncesi adayı bellidir ve diğerlerini alternatif olarak görmez. Kamuoyu araştırmaları sonuçlarına göre aktif seçmen sayısının düşmesi ve seçimin çekişmeli geçmesini önlemiş olur. Bu durum kamuoyu araştırmalarının bir sonucudur (https://www.politikyol.com).

5. ARAŞTIMANIN AMACI VE ÖNEMİ

Kamuoyu araştırmaları günümüze kadar aday ve partilerin stratejilerini belirlemesinde ve seçim döneminin şekillenmesinde yardımcı olan faktördür. Aynı zamanda kendi taraftarlarını tutma ya da yeni taraftarlar edinmesinde de önemli rol oynar. Kamuoyu araştırmaları siyasal iletişimde stratejik araç olarak görev alır. Bu çalışmanın amacı şu sorulara cevap bulmaktır:

- Kamuoyu araştırmaları takip ediliyor mu?
- Kamuoyu araştırmaları seçmenin siyasal davranışını etkiliyor mu?

Çalışma seçmen davranışını etkileyen faktörler içerisinde kamuoyu araştırmalarının yeri ve önemi üzerinde durmuştur. Ayrıca konu literatüre katkı sağlaması açısından önemlidir.

6. ARAŞTIRMANIN KAPSAM VE SINIRLILIKLARI

Araştırma kapsamında değişik iller evren olarak belirlenmiştir. Elde edilen bilgiler ışığında genellemeler yapılmıştır. Araştırma kamuoyu araştırmalarının seçmenin oy verme davranışı üzerindeki etkisiyle sınırlandırılmış, örneklem olarak ise çeşitli il merkezlerinde yaşayan 18 ve üzeri yaş grubunda olan, oy kullanma hakkına sahip bireyler araştırma kapsamına alınmıştır. 4-12 Mayıs 2023 tarihleri arasında veriler toplanmıştır. Araştırmanın konu olarak sınırlandırılmasını nedeni kamuoyu araştırmalarının etkisinin çoğunlukla oy verme davranışı üzerinde ortaya çıktığının düşünülmesidir.

7. ARAŞTIRMANIN YÖNTEMİ

Betimleyici şekilde hazırlanmış olan bu çalışmada yöntem olarak veri toplamak için en yaygın teknik olarak kullanılan anket tekniği ile veriler elde edilmiştir. Anket uygulamasında cevaplar katılımcılarla online sistem üzerinden alınmıştır. Araştırma kapsamında örneklem kümesi içinde toplam 399 kişiyle görüşülmüş değerlendirmeye alınmıştır. Araştırma verilerinin toplanmasında 10 soru oluşturulmuştur. Elde edilen veriler SPSS istatistik program kullanılarak elektronik ortamda işlenmiştir. Bu veriler ışığında Karaman İli merkez seçmeni ile gerçekleştirilen anket uygulaması sonucunda veriler elde edilmiştir. Araştırmaya katılan vatandaşlara yönelik gerçekleştirilen anket çalışması sonucunda elde edilen verilerin analizinde sırasıyla; katılımcıların demografik özelliklerini belirlemek amacıyla frekans analizi, Ki-kare testi yapılmıştır. Bu çalışmada yapılan geçerlik ve güvenilirlik analizi sonucunda elde edilen Cronbach's Alpha değeri 0,693'dur[1]. Alan araştırması kapsamında oluşturulan ölçek dört faktörden oluşmaktadır. Bu faktörler (parti bağlılığı, siyasal bilgilendirme, kamuoyu araştırmalarına güven durumu, siyasi kamuoyu araştırmalarının seçmen duruşuna etkisi) oluşmaktadır. Örneklem yeterliliğini ölçmek amacıyla uygulanan KMO testi sonucu 0,757 olarak hesaplanmıştır.

8. BULGULAR VE YORUM

Bu kısımda, araştırmaya dâhil olan seçmenlerin, sosyo-demografik özelliklerini (yaş, cinsiyet, eğitim durumu). İçeren bilgi ve bulgulara aşağıdaki tablolarda yer verilmektedir.

Tablo 1. Katılımcıların Cinsiyet Dağılımı

Cinsiyet	Sayı	Yüzde
Kadın	191	47,9
Erkek	208	52,1
Toplam	399	100,0

Katılımcıların cinsiyet dağılımına bakıldığında; %52,1'i erkek, %47,9'u kadın katılımcılardan oluşmaktadır.

Tablo 2. Katılımcıların Yaş Dağılımı

Yaş	Sayı	Yüzde
18-25	49	12,3
26-33	48	12,0
34-41	114	28,6
42-49	82	20,6
50-57	74	18,5
58 ve üstü	32	8,0
Toplam	399	100,0

[1]Chronbach Alpha testine göre, güvenilirlik katsayısı 0,60-0,80 değerleri arasında ise ölçeğin oldukça güvenilir olduğu sonucu ortaya konulmaktadır (Özdamar, 1999: 520-522)

Katılımcıların yaş dağılımı incelendiğinde, %28,6'sı 34-41, %20.6'sı 42-49; %18,5'i 50-57; %12,3 18-25 yaş, %12,0'si 26-33 yaş ve %8,0'i 58 ve üstü yaş aralığındadır.

Tablo 3. Katılımcıların Eğitim Dağılımı

Eğitim	Sayı	Yüzde
İlköğretim	15	3,8
Lise	56	14,0
Lisans	202	50,6
Lisans üstü	82	20,6
Doktora	44	11,0
Toplam	399	100,0

Katılımcıların eğitim düzey dağılımı incelendiğinde, %50,6'sı lisans, %20,6'sı lisansüstü, %14,0'ü lise, %11,0'i doktora ve %3,8'i ilköğretim düzeyindedir.

Tablo 4. Katılımcıların Seçim Dönemlerinde Yapılan Siyasi Kamuoyu Araştırmalarını Takip Dağılımı

Seçim dönemlerinde yapılan siyasi kamuoyu araştırma sonuçlarını takip eder misiniz?

	Sayı	Yüzde
Evet	226	56,6
Hayır	59	14,8
Bazen	114	28,6
Toplam	399	100,0

Katılımcıların siyasi kamuoyu araştırmaları sonuçlarını takip etmelerine baktığımızda %56,6'sı takip ettiği, %14,8'nin takip etmediğini ve %28,6' ı farklı ilgi düzeyde aralıklı olarak takip ettiklerini söylemek mümkündür.

Tablo 5. Katılımcıların Siyasi Kamuoyu Araştırmaları Sonuçları Siyasal Karar Süreçlerine Etkisini Yönelik Dağılımı

	Sayı	Yüzde
Evet	38	9,5
Hayır	306	76,7
Bazen	55	13,8
Toplam	399	100,0

Katılımcıların siyasi kamuoyu araştırma sonuçlarının siyasal karar sürecinde etkili olup olmadığına bakıldığında %9,5'nin etkilendiğini, %76,7'si etkilenmediğini ve %13,8'i farklı düzeylerde etkilendiğini söylemek mümkündür. Bu bağlamda siyasi kamuoyu araştırma sonuçları parti bağlılığı yüksek olan seçmenlerde etkisiz olduğunu söylemek mümkündür.

Tablo 6. Katılımcıların Siyasi Kamuoyu Araştırmalarından Elde Edilen Sonuçlar Güvenilirliğine Yönelik Görüşlerin Dağılımı

	Sayı	Yüzde
Evet	25	6,3
Hayır	194	48,6
Bazen	180	45,1
Toplam	399	100,0

Katılımcıların siyasi kamuoyu araştırmalarından elde edilen siyasal sonuçlara güven duymalarına bakıldığında, % 6,3'ü güvendiğini, % 48,6'sı güvenmediği ve % 45,1'i ise bazen cevabıyla güven durumunda farlılık oluşturmaktadır. Bu bağlamda siyasi kamuoyu araştırmalarının ortaya koyduğu sonuçlara güvenmediği görülmektedir.

Tablo 7. Katılımcıların Siyasi Kamuoyu Araştırmalarının Seçmenlerin Siyasal Tercihlerini Yönlendirilmelerine Yönelik Dağılımı

	Sayı	Yüzde
Evet	107	26,8
Hayır	118	29,6
Bazen	174	43,6
Toplam	399	100,0

Katılımcılar siyasi kamuoyu araştırmalarının siyasal tercihleri yönlendirmelerine bakıldığında, %26,8'i yönlendirdiğini ifade ederken, %29,6'sı etkilenmediğini ve %43,6'sı bazen cevabıyla değişken bir düşünce sergilediğini söylemek mümkündür. Bu bağlamda kararsız seçmen davranışı sergilediğini söylemek mümkündür.

Tablo 8. Katılımcıların Siyasi Kamuoyu Araştırmalarının Seçmenlerin Mensubu Olduğunuz Partiye Karşı Tutumuna Yönelik Değişim Dağılımı

	Sayı	Yüzde
Partimden uzaklaşırım	29	7,3
Partime daha fazla yakınlaşırım	40	10,0
Partimin kaybetmesi beni pasif seçmen yapar	36	9,0
Partimin kazanması için aktif desteklerim	120	30,1
Kazanma ihtimali olan partiyi desteklerim	18	4,5
Partimden asla vazgeçmem	156	39,1
Toplam	399	100,0

Katılımcıların siyasi kamuoyu araştırmaları seçmenlerin mensubu olduğunuz partiye karşı tutumunda oluşabilecek değişime baktığımızda, seçmenlerin %39,1'nin partisinden asla vazgeçmeyeceği ifade ederken, % 30,1'i partisinin kazanması için aktif destekleyeceğini, % 10,0'u partisine yakınlığını artıracağını, % 9,0' u partisinin kaybetmesi karşısında pasifleşeceği görüşünde, %7,3'ü partisinden uzaklaşacağını ifade ederken, %4,5'i kazanma ihtimali olan partiye yönelerek oyunu bu yönde kullanacağını ifade etmektedirler. Bu bağlamda seçmenlerin büyük bir kısmı parti bağlılığı yüksek karalı seçmenler olduğu için partisinden vazgeçmemektedir.

Tablo 9. Yapılan Siyasi Kamuoyu Araştırmalarına Bu Seçim Sürecinde Katılmalarına Yönelik Dağılımları

	Sayı	Yüzde
Evet	79	19,8
Hayır	320	80,2
Toplam	399	100,0

Katılımcılar siyasi kamuoyu araştırmalarına seçim süreçlerinde ankete katılıp katılmadığına bakıldığında % 19,8'nin ankete katıldığı, % 80,2' nin katılmadığını söylemek mümkündür.

Tablo 10. 14 Mayıs 2023'te Yapılacak Seçimlerde Oy Kullanmalarına Yönelik Dağılımları

	Sayı	Yüzde
Evet	383	96,0
Hayır	16	4,0
Toplam	399	100,0

Katılımcıların 14 Mayıs 2023 seçimlerinde oy kullanmaları ile ilgili görüşlerine baktığımızda % 96.0' sı oy kullanacağını, %4,0'ü oy kullanmayacağını ifade etmişlerdir.

Tablo 11. Katılımcıların Yaş Durumları Ve Siyasi Kamuoyu Araştırmaları Mensubu Olduğunuz Partiye Karşı Tutumlarına Yönelik Algılarının Karşılaştırılması

							Toplam
	18-25	26-32	33-40	41-48	49-56	57 ve üstü	
Partimden uzaklaşırım	11	4	6	8	0	0	29
	37,9%	13,8%	20,7%	27,6%	0,0%	0,0%	100,0%
Partime daha fazla yakınlaşırım	4	8	12	12	4	0	40
	10,0%	20,0%	30,0%	30,0%	10,0%	0,0%	100,0%
Partimin kaybetmesi beni pasif seçmen yapar	8	4	14	8	2	0	36
	22,2%	11,1%	38,9%	22,2%	5,6%	0,0%	100,0%
Partimin kazanması için aktif desteklerim	12	18	28	22	28	12	120
	10,0%	15,0%	23,3%	18,3%	23,3%	10,0%	100,0%
Kazanma ihtimali olan partiyi desteklerim	2	0	8	4	2	2	18
	11,1%	0,0%	44,4%	22,2%	11,1%	11,1%	100,0%
Partimden asla vazgeçmem	12	14	46	28	38	18	156
	7,7%	9,0%	29,5%	17,9%	24,4%	11,5%	100,0%
Toplam	49	48	114	82	74	32	399
	12,3%	12,0%	28,6%	20,6%	18,5%	8,0%	100,0%

Notlar= (i) n=399, (ii) Pearson χ^2=63,092[a]; p<.000, sonuçlar istatistiksel bakımdan anlamlıdır.

Tablo 11 incelendiğinde araştırmaya katılan seçmenlerin "Siyasi kamuoyu araştırmaları, mensubu olduğunuz partiye karşı tutumunuzda değişiklikler hangisi" nedir sorusu ile "yaş değişkeni" arasında istatistikî olarak anlamlı bir ilişki oluştuğu dikkati çekmektedir (p=0.000). 18-25 yaş seçmen % 37,9'u partimden uzaklaşırım, 26-32 yaş grubu seçmen %20,0'si partisine daha fazla yakınlaşacağını ifade ederken, 33-40 yaş grubu seçmenlerin % 44,4'ü kazanma ihtimali olan partiyi destekleyeceğini ifade ederken, 41-48 yaş grubu seçmenler partisini yakınlaşacağını, 49-56 yaş grubu seçmenler partilerinden asla vazgeçmeyeceğini ve 57 yaş ve üstü seçmenler ise partilerinden asla vazgeçmediklerini ifade etmektedirler. Bu bağlamda 57 ve üstü seçmenlerin yaşları ilerledikçe parti bağlılığının güçlü olduğunu partisinden asla vazgeçmediğini18-25 yaş grubu ilk defa oy kullanılan seçmen ve ikinci kez oy kullanan seçmenlerin parti bağlılığının henüz oluşmamasından dolayı partisinden uzaklaşabileceğini, kararsız seçmen olduğunu söylemek mümkündür.

Tablo 12. Katılımcıların Yaş Durumları Ve Siyasi Kamuoyu Araştırmalarının Seçmenlerin Siyasal Tercihlerini Yönlendirmesine Yönelik Algılarının Karşılaştırılması

	Evet	Hayır	Bazen	**Toplam**
18-25	23	8	18	49
	46,9%	16,3%	36,7%	100,0%
26-33	18	8	22	48
	37,5%	16,7%	45,8%	100,0%
34-41	28	36	50	114
	24,6%	31,6%	43,9%	100,0%
42-49	14	28	40	82
	17,1%	34,1%	48,8%	100,0%
50-57	18	28	28	74
	24,3%	37,8%	37,8%	100,0%
58 ve üstü	6	10	16	32
	18,8%	31,2%	50,0%	100,0%

Toplam	107	118	174	399
	26,8%	29,6%	43,6%	100,0%

Notlar= (i) n=399, (ii) Pearson χ^2=23,549[a]; p<.029, sonuçlar istatistiksel bakımdan anlamlıdır.

Tablo 12 incelendiğinde araştırmaya katılan seçmenlerin "Siyasi kamuoyu araştırmaları sizce seçmenlerin siyasal tercihlerini yönlendirir mi? nedir sorusu ile "yaş değişkeni" arasında istatistikî olarak anlamlı bir ilişki oluştuğu dikkati çekmektedir (p=0.029). 18-25 yaş seçmenlerin %46,9'u siyasal tercihlerini yönlendirdiği kanaatinde, 50-57 yaş grubu siyasal tercihlerini etkilemediğini ifade ederken, 58 ve üstü yaş grubu seçmenlerin siyasal tercihlerini farlı düzeylerde etkilediğini görüşündedirler.

Tablo 13. Katılımcıların Yaş Durumları Ve Siyasi Kamuoyu Araştırmalardan Elde Edilen Sonuçların Güvenilir Olmasına Yönlendirmesine Yönelik Algılarının Karşılaştırılması

	Evet	Hayır	Bazen	**Toplam**
18-25	3	26	20	49
	6,1%	53,1%	40,8%	100,0%
26-33	2	30	16	48
	4,2%	62,5%	33,3%	100,0%
34-41	10	62	42	114
	8,8%	54,4%	36,8%	100,0%
42-49	6	34	42	82
	7,3%	41,5%	51,2%	100,0%
50-57	4	32	38	74
	5,4%	43,2%	51,4%	100,0%
58 ve üstü	0	10	22	32
	0,0%	31,2%	68,8%	100,0%
Toplam	25	194	180	399
	6,3%	48,6%	45,1%	100,0%

Notlar= (i) n=399, (ii) Pearson χ^2=18,574[a]; p<.003, sonuçlar istatistiksel bakımdan anlamlıdır

Tablo 13 incelendiğinde araştırmaya katılan seçmenlerin "Siyasi Kamuoyu araştırmalarından elde edilen sonuçlar sizce güvenilir midir? "nedir sorusu ile "yaş değişkeni" arasında istatistikî olarak anlamlı bir ilişki oluştuğu dikkati çekmektedir (p=0.003). 42-49 yaş grubunun % 7,3'ü güvenilir olduğunu, 26-33 yaş grubu güven duymamakta ve 58 ve üstü yaş grubu % 68,8'i siyasi kamuoyu araştırmalardan elde edilen sonuçlara farklı düzeylerde güvendiklerini söylemek mümkündür.

Tablo 14. Katılımcıların Eğitim Durumları Ve Siyasi Kamuoyu Araştırmalardan elde edilen sonuçların güvenilir olmasına Yönlendirmesine Yönelik Algılarının Karşılaştırılması

	Evet	Hayır	Bazen	**Toplam**
İlköğretim	7	4	4	15
	46,7%	26,7%	26,7%	100,0%
Lise	2	34	20	56
	3,6%	60,7%	35,7%	100,0%
Lisans	8	100	94	202
	4,0%	49,5%	46,5%	100,0%

Lisans üstü	2	48	32	82
	2,4%	58,5%	39,0%	100,0%
Doktora	6	8	30	44
	13,6%	18,2%	68,2%	100,0%
Toplam	25	194	180	399
	6,3%	48,6%	45,1%	100,0%

Notlar= (i) n=399, (ii) Pearson χ^2=68,599[a]; p<.003, sonuçlar istatistiksel bakımdan anlamlıdır

Tablo 13 incelendiğinde araştırmaya katılan seçmenlerin Siyasi Kamuoyu araştırmalarından elde edilen sonuçlar sizce güvenilir midir? "nedir sorusu ile "eğitim değişkeni" arasında istatistikî olarak anlamlı bir ilişki oluştuğu dikkati çekmektedir (p=0.003). ilköğretim eğitimlilerin %46,7'si güvendiğini, lise eğitimlilerin %60,7'si güvenmemekte, doktora eğitimlilerin %68,2'si farklı düzeylerde güvendiklerini söyleyebiliriz.

9. SONUÇ

Demokratikleşmenin giderek arttığı ve bu konuda önemli adımların atıldığı günümüz siyaset dünyasında kamuoyu kavramı siyasal kişi ve örgütler, ekonomik ve sosyal örgütler açısından vazgeçilmez bir öge haline gelmiştir. Bunun temel nedeni ise, yönetim kavramıyla birebir ilişkili olmasıdır. Demokratik toplumlarda özellikle seçimle iktidar olunması kamuoyunun önemini artırmaktadır. Çünkü seçilerek iktidar olmanın yolu iktidar adaylarının kendi lehlerine bir kamuoyu oluşturmasından geçmektedir. Kamuoyunda var olan eğilimler seçim günü sandığa doğrudan yansımaktadır. Kimin seçileceğini, hangi politika ve propagandanın etkili olduğunu kamuoyunun kararı belirlemektedir. Bu durum siyasal katılma kavramını öne çıkarmaktadır. Seçimlerin gerçekleşmesi ve iktidarın belirlenmesi için siyasal katılım sağlanmalıdır. Bu da en basit düzeyde oy verme yoluyla sağlanır. Kamuoyunu etkileme çabasının temeli de işte bu siyasal katılımı sağlama ve seçmen tercihini yönlendirme amaçlıdır. Çünkü kamuoyunun aday ya parti lehine olması yetmez bu taraftarlığın siyasal davranış olarak oy verme şeklinde de yansıtılması gereklidir. Siyasal parti ve adaylar ancak bu şekilde amaçlarına ulaşırlar. Oy verme davranışını etkileyen birçok unsur vardır. Kamuoyu araştırmaları da son zamanlarda bu unsurlar arasında önemle yerini almıştır. Peki kamuoyu araştırmaları oy verme davranışını yönlendirmede, dolayısıyla siyasal davranış üzerinde ne kadar etkilidir? Siyasal davranış araştırmaları oy verme üzerinde etkili olan faktörleri araştırırken bu soru üzerinde de durmaktadır. Bu araştırmaların Türkiye'deki örneklerine bakıldığında kamuoyu araştırmaları sonuçlarının siyasal tercihleri üzerinde etkili olmadığını göstermesine rağmen siyasal tercihlerini belirlerken bu araştırmalardan etkilendiklerini söyleyenlerin de bulunduğu görülmektedir (Kalender, 2005; Eke, 2008; Kaban,1995).

Bu çalışmanın verilerine bakıldığında;

* kamuoyu araştırmalarının halkın büyük bir kesimi tarafından takip edildiğini,
* siyasal karar süreçlerine siyasi kamuoyu araştırma sonuçlarının etkisiz olduğunu söylemek mümkündür.
* Seçmenlerin Siyasi kamuoyu araştırmalarının ortaya koyduğu sonuçlara güvenmediği görülmektedir. Ancak bazı seçmenlerin yapılan siyasal kamuoyu araştırmalarına aralıklı olsa da güvendiğini de görülmektedir.
*Siyasi Kamuoyu Araştırmalarının Seçmenlerin Siyasal Tercihlerini Yönlendirilmelerine bakıldığında kararsız seçmen davranışı sergilediğini ve bu yönlendirmelerden etkilendiğini söylemek mümkündür.
* Katılımcıların Siyasi Kamuoyu Araştırmalarının Seçmenlerin mensubu olduğunuz partiye karşı tutumuna yönelik değişimlerine bakıldığında seçmenlerin büyük çoğunluğu partisinden

vazgeçmeyeceğini ve aktif bir destekleyeceğini ifade ederken parti bağımlılığı yüksek seçmenler olarak görülebilir.
* 14 Mayıs seçimlerine kadar yürütülen kamuoyu araştırmalarının anket çalışmalarına katıl göstermemişlerdir.
* Katılımcıların Yaş Durumları ve siyasi Kamuoyu araştırmalarının mensubu olduğu partiye karşı tutumlarında değişime bakıldığında; 57 ve üstü seçmenlerin partisinden asla vazgeçmediğini ifade ederken bu yaş grubunun kararlı ve parti bağlılığı yüksek seçmenler olduğunu söylemek mümkündür. 18-25 yaş grubu ilk defa oy kullanan seçmen ve ikinci kez oy kullanan seçmenlerin partisinden uzaklaşabileceğini ifade ederken, bu grup seçmenlerin kararsız parti bağının zayıf seçmen olduğunu söylemek mümkündür.
* Katılımcıların Yaş Durumları Ve Siyasi Kamuoyu Araştırmalarının Seçmenlerin Siyasal Tercihlerini Yönlendirme durumu 18-25 yaş seçmenlerin %46,9'u siyasal tercihlerini yönlendirdiği kanaatinde, 50-57 yaş grubu siyasal tercihlerini etkilemediğini ifade ederken, 58 ve üstü yaş grubu seçmenlerin siyasal tercihlerini farlı düzeylerde etkilediğini görüşündedirler.
* Katılımcıların Yaş Durumları Ve Siyasi Kamuoyu Araştırmalardan elde edilen sonuçların güvenilir olmasına bakıldığında 58 ve üstü yaş grubu % 68,8'i siyasi kamuoyu araştırmalardan elde edilen sonuçlara farklı düzeylerde güvendiklerini söylemek mümkündür.
* Katılımcıların Eğitim Durumları Ve Siyasi Kamuoyu Araştırmalardan elde edilen sonuçların güvenilir olmasına bakıldığında ilköğretim eğitimlilerin %46,7'si güvendiğini, lise eğitimlilerin %60,7'si güvenmemekte, doktora eğitimlilerin %68,2'si farklı düzeylerde güvendiklerini söyleyebiliriz.
Bu bağlamda Bireylerin seçime katılmak için istekli olduğu ve siyasal katılımın önemini kabul ettikleri de görülmektedir. Bu çalışmanın verilerine bakıldığında siyasi kamuoyu araştırmalarının halkın büyük bir kesimi tarafından takip edildiğini ancak siyasal tercihler üzerinde etki etmediği görülmektedir. Siyasi kamuoyu araştırmalarına duyulan güvene ilişkin veriler incelendiğinde ise bireylerin büyük çoğunluğu bu araştırmaların önemli olduğunu düşünmekte fakat bu araştırmaların güvenilir olduğu düşüncesine katılmamaktadırlar. Siyasi kamuoyu araştırmaları bireylerin oy verme davranışlarını 18-25 yaş gruplarında siyasal davranış üzerinde etkili olduğu kabul edilmektedir. Ancak 42-49 yaş grubunun % 7,3'ü güvenilir olduğunu, 26-33 yaş grubu güven duymamakta ve 58 ve üstü yaş grubu % 68,8'i siyasi kamuoyu araştırmalardan elde edilen sonuçlara farklı düzeylerde güvendiklerini söylemek mümkündür. Bu bulgudan hareketle Türk seçmeninin daha çok kendi ideolojisi çerçevesinde oy verme davranışında bulunduğu ileri sürülebilir. Sonuç olarak. Kamuoyu şirketleri ve kitle iletişim araçlarının güvenilirliği artırıldığında bireyin kamuoyu araştırmalarından etkilendiğini kabul edeceği öngörülmektedir. Bu çalışma sınırlılıkları içinde bir model oluşturmakta ve kamuoyu araştırmacıları ve siyasiler açısından yol gösterici olma niteliğinde olduğu söylenebilir.

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Hedonik Tüketim Davranışının Hediye Alma Davranışına Etkisi

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ÖZET

Hedonik tüketim, alışveriş deneyiminin tüketicilere verdiği haz ve zevki ön plana çıkarması yönüyle faydacı tüketimden ayrılmaktadır. Tüketicileri hedonik tüketime yönlendiren faktörlerin anlaşılması ile hediye alma davranışına ilişkin bazı ilişkiler de merak edilmektedir. Hediye alma davranışı bir tüketici davranışı olarak ele alındığında, tüketicilerin farklı alışveriş deneyimlerini ifade etmektedir. Bu çalışmada, hedonik tüketimin alt boyutlarının, tüketicilerin hediye alma davranışını nasıl etkilediği üzerinde durulmaktadır. Anket çalışmasıyla elde edilen verilerin analiz edilmesi sonucunda, 4 hipotez kabul edilmiş, 2 hipotez ise reddedilmiştir. Buna göre hedonik tüketimin alt boyutlarından sosyal amaçlı alışverişin, indirimleri kaçırmamak amaçlı alışverişin, fikir amaçlı alışverişin ve başkalarını mutlu etmek adına yapılan alışverişin hediye alma davranışı üzerinde pozitif etkisi olduğu ortaya çıkmıştır. Macera amaçlı alışveriş ve rahatlamak için alışverişin hediye alma davranışı üzerinde anlamlı bir etkisi olmadığı tespit edilmiştir.

Keywords: Hedonik Tüketim Davranışı, Hediye Alma Davranışı, Kendine Hediye Alma Davranışı.

The Effect of Hedonic Consumption Behaviour on Gift-Purchasing Behaviour

ABSTRACT

Hedonic consumption differs from utilitarian consumption in that it brings the pleasure and pleasure that the shopping experience gives consumers to the foreground Jun. Along with understanding the factors that lead consumers to hedonic consumption, some relationships related to gift-buying behaviour are also curious. When gift-buying behaviour is considered consumer behaviour, it refers to the different shopping experiences of consumers. This study is focused on how the sub-dimensions of hedonic consumption affect the gift-buying behaviour of consumers. As a result of analyzing the data obtained by the survey study, 4 hypotheses were accepted, and 2 hypotheses were rejected. According to this, it has been found that shopping for social purposes, shopping for not missing discounts, shopping for ideas, and shopping to make others happy from the sub-dimensions of hedonic consumption have a positive effect on gift-buying behaviour. It has been found that shopping for adventure purposes and shopping for relaxation does not have a significant effect on gift-receiving behaviour.

Keywords: Hedonic Consumption Behaviour, Gift-Purchasing Behaviour, Self-Gifting Shopping.

GİRİŞ

Pazarlama alanında ortaya çıkan yeni gelişmeler sonucu, tüketicilerin beklentileri, özellikleri ve satın alma davranışları değişmektedir. Bu değişim alanları arasında, tüketim sürecinde önceden faydacı eğilimler ön plandayken bugün daha çok hedonik (hazcı) değerler ve tüketim kalıpları dikkat çekmektedir (Longoni & Cian, 2022). Geleneksel anlayıştan farklı olarak, yeni dönemde tüketicilerin satın alma motivasyonunu sadece ihtiyaçlar değil kişisel zevk ve haz temelli düşünceler sağlamaktadır (Fettahlıoğlu vd., 2014). Toplumsal ve ekonomik gelişmelere paralel olarak kültürel değerler de değişmektedir.

Tüketici davranışlarında etkili olan iki ana faktörden birisi olan hedonik tüketim daha çok duygusal kaynaklı iken, faydacı tüketim daha rasyonel temellere oturmaktadır (Çakmak & Çubukçu, 2020). Tüketiciler sadece ihtiyaç duydukları ya da fayda bekledikleri ürünleri değil aynı zamanda kendilerini mutlu eden ürünleri satın almaktadırlar ve bu tüketim anlayışı, hedonik (hazcı) tüketim olarak adlandırılmaktadır. Hedonik tüketimde çoklu duygular (imgeler, sesler, tatlar, görsel imajlar) söz konusudur (Sarıtaş & Haşıloğlu, 2015). Hedonik alışveriş deneyimleri, sembolik ve özneldir (Babin vd., 1994). Tercih, beklenti, öncelik ve değerleri farklılaşan tüketiciler, zevklerini ve estetik duygularını da tatmin etmek istemektedirler (Lissitsa & Kol, 2021).

Hediye verme davranışı, toplumda sosyal ve kültürel öneme sahiptir. Böylece, tüketiciler hem kendilerine hem de aile ve arkadaşlarına her zaman ve özellikle özel günlerde hediye vererek kendilerini iyi hissetmek isterler (Mortimer vd., 2015). Hediye alan tüketicilerin duyduğu haz ve hissettiği mutluluk, hedonik tüketimle ilişkilendirilse de buradaki haz sadece bireysel değil başkalarının mutluluğundan dolayı hissedilen bir duygudur (Birdir & Birdir, 2020). Önceden toplumsal ve kültürel bir süreç olan hediye alma davranışı, zamanla bir tüketim aracına dönüşmüştür. Tüketicilerin sadece kendilerini iyi hissetmek ve bazen kötü hissetmekten kurtulmak ve pişmanlık duyguları sonucunda başvurdukları hediye alma davranışı, ciddi bir tüketim ekonomisi oluşturmuş durumdadır (Yıldırım & Pirende, 2019).

Bu çalışmada, son yıllarda genel tüketimdeki oranı artan hedonik tüketimi oluşturan alt boyutların, hediye alma davranışı üzerindeki etkisi araştırılmaktadır. Bu bağlamda, hedonik tüketimin farklı gerekçeleri açıklanacak, daha sonra hediye alma davranışı, tüketici davranışları açısından ele alınacak ve literatürdeki bu alanda yapılan çalışmalar gözden geçirilecektir. Daha sonra, oluşturulan araştırma modeline uygun şekilde ortaya konulan hipotezler test edilecektir.

1. KAVRAMSAL ÇERÇEVE

Tüketiciler hem ihtiyaçlarını karşılamak için hem de zevk almak ve mutlu olmak için alışveriş yaparlar (Cheng vd., 2020). İnsan ihtiyaçları her zaman olsa da ihtiyaçlar ve sahip olunduğunda mutlu olunan ürünlerin listesi giderek artmaktadır. Faydacı tüketime yönelen tüketicilerin rasyonel davranacağı varsayılır (Deniz ve Erciş, 2010). Bunun sebebi, faydacı tüketim eğiliminin temelde ihtiyaçları karşılamak için yapılan zorunlu bir alışveriş olmasıdır (Tanrısevdi & Baran, 2017). Faydacı tüketim eğiliminde satın alınan ürünlerin temel fonksiyonları ön plana çıkarılır ve süreci yöneten tüketicilerin fonksiyonel ihtiyaçlarıdır (Yang vd., 2022). Bu anlamda, tüketim davranışından beklenti anlamında faydacı tüketimin hedonik tüketimden tamamen farklı olduğu söylenebilir. Bununla birlikte, faydacı tüketim ve hedonik tüketimin birbirini tamamlayan iki alan olduğu ve gerçek hayatta tüketicilerin her iki alışveriş türünü tercih ettiği bilinmektedir. Bu çalışmada özellikle hedonik tüketim eğilimi boyutları ele alınacağı için faydacı tüketim üzerinde kısaca durmak yeterli olacaktır.

Tüketim eğilimleri arasında yer alan faydacı tüketimin fonksiyonel ve ihtiyaçları karşılama misyonuna karşılık, hedonik tüketim daha çok duygusal yönelimlidir (Ramírez-Correa vd., 2019). Hedonik tüketim sürecinde tüketiciler, zaruri olmayan ve kendilerini mutlu edecek

ürünleri satın almaya çalışırlar (Baştürk vd., 2014). Hedonik tüketim sürecinde yer alan farklı motivasyon kaynakları, farklı sonuçlara yol açmaktadır. Bu bağlamda satın alma davranışının hedonik tüketim ve alt boyutlarıyla ilişkili olarak analiz edilmesi önem arz etmektedir. Hediye alma davranışı, sadece işlemsel değil kültürel bir süreçtir ve hediye verme ve alma davranışları, sosyal mübadele amaçlı tüketici davranışları olarak ele alınmalıdır (Yang & Paladino, 2015).

1.1. Hedonik Tüketim Davranışı

Temelde tüketici davranışları, iki eğilim açısından ele alınmaktadır; faydacı tüketim ve hedonik tüketim eğilimleri (Babin vd., 1994; Kim & Hwang, 2012). Alışveriş süreçlerinde, tüketicilerin ulaşmayı bekledikleri faydanın niteliği, satın alma davranışlarını tanımlamaktadır. Faydacı tüketimde ihtiyaçların karşılanması esastır (Ramírez-Correa vd., 2019). Hedonik tüketimde ise duyulardan çok duygular ön plandadır (Coşkun & Marangoz, 2019). Hedonik tüketim, tüketicilerin zevke ve hazza kendilerini vermeleri ve bu önceliklerle alışveriş yapmaları olarak tanımlanabilir (Sarıtaş ve Haşıloğlu, 2015; Akbaba & Dal, 2019). Tüketici davranışlarında hem faydacı hem de hedonik tüketim eğilimlerinin bir karışımı söz konusudur (Choi, 2017).

Hedonik tüketim eğiliminde olan tüketiciler için zevk, eğlence ve estetik kaygılar ön plandadır ve tüketiciler, kendilerine göre özel bir ihtiyaç tanımı yapmaktadırlar (Akgül & Varinli, 2017). Tüketicilerin faydacı ya da hedonik tüketim kararı vermelerinde kişilik özellikleri, sosyo-ekonomik faktörler ve kültürel faktörler rol oynamaktadır (Solunoğlu & İkiz Nalçacı, 2020). Hedonik tüketim sürecinde, tüketim denildiğinde kişinin kendisini iyi hisssetmesi için alması gereken ürünler öncelikli olarak düşünülmektedir (Çavuşoğlu vd., 2021). Hedonik tüketimde, tüketiciler hem alışveriş hem de ürün kullanma sürecinde zevk almayı ve haz duymayı önemserler.

Hedonik tüketimin temelinde olan bireysel tatmin beklentileri, tüketimden beklenen faydaların gerçekleşmesiyle birlikte tüketimi beslemektedir. Hedonik tüketimde beklenen zevk, haz ve eğlence gibi duygular hem alışveriş sürecinde hem de ürünü kullanma sürecinde hissedilmektedir (Köroğlu ve Yıldız, 2019). Hedonik tüketimin görünmeyen yüzünde bireyin kendisini ödüllendirme isteği de yer almaktadır (Botti & McGill, 2011). Hedonik tüketimin tüketiciler üzerinde olumsuz bazı etkileri de söz konusu olabilir. Bunlardan en çok bilineni, tüketicilerin israf ettikleri düşüncesi sonucunda pişmanlık ve suçluluk duygusudur (Liu & Chou, 2022). Hedonik eğilimlerin satın alma davranışını etkilediği konusunda çok sayıda araştırma mevcuttur (Hirschman & Holbrook, 1982; Wang vd., 2000; Clarke & Mortimer, 2013; Akgül & Varinli, 2017; Açıkalın & Yaşar, 2017; Dang & Nielsen, 2018; Türk, 2018; Solunoğlu & İkiz Nalçacı, 2020; Yıldız, 2020).

Tüketicilerin hedonik tüketime yönelmesinde etkili olan faktörler arasında bireylerin kendini iyi hissetmesi, problemlerini unutmak istemesi, sevinçlerini kutlamak istemesi, kendini mutlu etmesi yanında başkalarını mutlu etme isteği de önemli rol oynamaktadır (Arnold ve Reynolds, 2003). Bu faktörler, Babin vd. (1994) ve daha sonra çok bilinen haliyle Arnold & Reynolds (2003) tarafından sınıflandırılmıştır. Bu faktörleri dikkate alarak yapılan çok sayıda çalışma sonucunda, hedonik tüketimi ortaya çıkarak motivasyon unsurları tartışılmaya başlanmıştır (Doğrul, 2012; Yıldız, 2020).

Arnold ve Reynolds (2003), hedonik tüketimin farklı motivasyon unsurlarından bahsetmektedir. Daha sonra farklı yazarlar tarafından geliştirilen bu türler, bizim çalışmamızda da 6 tür olarak alınmıştır: Maceracı alışveriş, sosyal amaçlı alışveriş, indirimleri kaçırmamak amaçlı alışveriş, fikir edinmek amaçlı alışveriş, başkalarını mutlu etmek için yapılan alışveriş ve rahatlamak için alışveriş. Hedonik tüketimin ortaya çıkmasını sağlayan farklı türleri aşağıda kısaca açıklanmıştır;

Maceracı alışveriş: Hedonik tüketimin ilk türü olan maceracı alışverişte, tüketiciler merak ettikleri ve deneyimlemek istedikleri ürünlere yönelmektedirler. Burada bilinmezliğin gizemini

ve heyecan yaşamak için alışveriş yapılmaktadır (Yurtsızoğlu, 2020). Bu tür alışverişlerle tüketiciler, kendilerini farklı görüntü, ses, kokuların olduğu bir dünyada hissetmek isterler (Fettahlıoğlu vd., 2014; Karaosmanoğlu & Taş, 2018; Solunoğlu & İkiz Nalçacı, 2020). Burada alışveriş süreci başlı başına bir motivasyon kaynağıdır ve tüketici, bir anlamda farklı bir dünyada kendini kaybetmekte ve böylece haz duymaktadır (Ünal & Ceylan, 2008; Çakmak & Çubukçu, 2020; Avcı, 2022).

Sosyal amaçlı alışveriş: Bu tüketim alt türünde, sosyalleşmek, aile ve arkadaşlarla birlikte alışveriş deneyimi ve zevkini yaşamak hedeflenmektedir. Burada sosyal ilişkiler geliştirilerek sosyal fayda elde edilmiş olur (Arnold ve Reynolds, 2003). Alışveriş sürecinde sosyal ilişkiler kurularak zevk alma ve etkileşim gibi yönleri olan bu alışveriş türü, genelde alışveriş merkezleri gibi mekânlarda gerçekleşir (Ünal & Ceylan, 2008). Burada alışveriş davranışı sadece satın almayla sonuçlanan bir pazarlama süreci olmaktan çıkmakta, sosyalleşme ve birlikte zaman geçirme aracına dönüşmektedir (Fettahlıoğlu vd., 2014; Çakmak & Çubukçu, 2020).

Rahatlamak için alışveriş: Hedonik tüketimde faydacılık dışında etkili olan faktörlerin birisi de stresten uzaklaşmak, moral kazanmak ve rahatlamak için alışveriş yapılmasıdır (Babin, vd., 1994). Burada alışveriş süreci, tüketicilerin sorunlarını unutmak için başvurdukları bir tür tedavi gibi algılanmaktadır (Solun & İkiz Nalçacı, 2020). Bu alışveriş türü giderek daha fazla yaygınlaşmaktadır ve tüketiciler, alışverişi bir kaçış ve dinlenme fırsatı olarak görmektedirler (Çakmak & Çubukçu, 2020).

Fikir edinmek amaçlı alışveriş: Tüketiciler yeni ortaya çıkan ürünleri merak ederek ve bilgi edinmek amacıyla da alışverişe çıkabilirler (Solun & İkiz Nalçacı, 2020). Burada daha çok ön plana çıkan husus, alışveriş sürecinin yeni trendleri ve yenilikleri görmek için yapılan bir boş vakit geçirme faaliyeti olmasıdır (Ünal & Ceylan, 2008). Bu tür alışveriş genelde modayla ilişkilendirilmektedir ve buna göre, tüketiciler ortaya çıkan son moda örneklerini ve trendleri takip etmek amacıyla da alışveriş yapmaktadırlar (Çakmak & Çubukçu, 2020).

İndirimleri kaçırmamak amaçlı alışveriş: Değer alışverişi de denilen bu alışveriş türünde indirimleri kaçırmamak için sürekli arayış içinde olmak söz konusudur. Tüketiciler genelde alışverişe kazanılması gereken bir oyun ve mücadele olarak bakmaktadırlar (Solun & İkiz Nalçacı, 2020). Sürekli ucuzlukları takip etmek ve indirim fırsatlarını değerlendirmek, bu alışveriş türünde ön plana çıkmaktadır (Köroğlu & Yıldız, 2019). Tüketiciler, indirimleri takip etmek, indirimli alışveriş yapmak ve bunları çevresiyle paylaşmaktan zevk duymaktadırlar (Ünal & Ceylan, 2008). Böylece akıllı tüketici olarak görülmek de bu alışverişte etkili olmaktadır (Özgül, 2011).

Başkalarını mutlu etmek için yapılan alışveriş: Tüketiciler sadece kendilerini değil başkalarını ve özellikle sevdiklerini mutlu etmek için de alışveriş yaparlar. Burada başkasının mutlu olmasından duyulan haz ön plana çıkmaktadır (Özgül, 2011). Tüketiciler arasında özellikle kadınlar, alışverişi başkalarını mutlu etmenin bir yolu olarak görmektedirler (Ünal & Ceylan, 2008). Tüketiciler, kendileri için özel öneme sahip sevdiklerine hediyeler alarak, kendilerini daha iyi hissetmektedirler (Yemez vd., 2018b; Solun & İkiz Nalçacı, 2020). Hedonik tüketimin alt boyutlarından olan bu alışveriş türü, hediye alma davranışıyla etkileşim alanını oluşturmaktadır.

Hedonik tüketim eğilim ve davranışları üzerine çok sayıda çalışma yapılmıştır (Çakır & Çakmak, 2012; Fettahlıoğlu vd., 2014; Birdir & Birdir, 2020; Yurtsızoğlu, 2020). Z kuşağının daha çok hedonik tüketimi eğilimine sahip olduğu birçok çalışmada ortaya konulmuştur (Can & Yiğit, 2018; Gümüş, 2019; Kitiroğlu & Yıldız, 2022).

1.2. Hediye Alma Davranışı

Sosyal hayatta hediye alma davranışı önemli bir yer tutmaktadır. Hediye alma davranışını farklı açılardan ele alan bir alan da pazarlama alanındaki tüketici davranışlarıdır. Buna göre, hediye

alma davranışı tüketiciler arasında önemli bir değişim ve iletişim aracıdır (Babin vd., 2007). Sosyal ve kültürel bir davranış olan hediye alma davranışı, bireylerin birbiriyle kaynaşmasını sağlamaktadır (Yang & Paladino, 2015; de Andrade & Barros, 2019). Günümüzde büyük bir sektör haline gelen satın alma davranışında hediye alma, hediye arama ve hediye sunumu gibi önemli aşamalar bulunmaktadır (Eggert vd., 2019). Hediye verilen kişi de karşılıklı olarak hediye alma davranışını sürdürmekte ve böylece karşılıklı etkileşim devam etmektedir.

Hediyeleşme sürecinde hem duygusal hem de kültürel faktörler rol oynamaktadır (Öztürk & Temizkan, 2018; Şeker, 2019). Hediye alma davranışının altında yatan sebepler de önemlidir. Her iki tarafın da mutlu olduğu bu süreçte, hediye veren kişinin görünen ya da görünmeyen bazı amaçları söz konusu olabilir (Demirağ & Çavuşoğlu, 2020). Hediye alma davranışının genelde pozitif etkileri üzerinde durulmaktadır (Polman & Lu, 2022). Satın almayı kolaylaştıran faktörler yanında, hediye alan kişinin mevcut moral durumu da hediye satın alma davranışını etkilemektedir (Kelemci vd., 2019).

Hediye alma davranışı sadece başkalarına hediye alma şeklinde ortaya çıkmaz, tüketiciler kendilerine de hediye alabilirler (Demirağ & Çavuşoğlu, 2020; Bozacı, 2021; Aydan & Şahin, 2021). Kendine hediye alma davranışında, bu davranışın sebeplerinin analiz edilmesi gerekir. Hediye alma davranışında iletişim, değişim ve özel hissetme/hissettirme boyutları yer almaktadır (Gupta vd., 2020). Hediye alma sürecinde, hediye alınan kişi ya da gruplarla olan duygusal bağ önemlidir (Akgül & Varinli, 2017). Bu süreçte öncelikle hediye verenin aldığı hediyeye yüklediği sembolik anlam, hediyenin sunum aşaması ve ritüller ile hediye verilen kişinin tepkileri şeklinde üç aşama mevcuttur (Demirağ & Çavuşoğlu, 2020). Kadınlar hediyeleşme sürecinde daha duygusal davranırlar (Kılıçer vd., 2016).

Tüketici davranışları bağlamında hediye alma davranışı incelendiğinde, davranışın kökenleri, sebepleri ve etkileri üzerinde durulmalıdır (Polman & Lu, 2022). Hediye alma davranışının tüketim eğilimleriyle ilişkilendirilmesi gerekmektedir (Birdir & Birdir, 2020). Hedonik tüketim bağlamında ele alınan hediye alma davranışının ortaya çıkış süreci ortaya konulmalıdır.

1.3. Hedonik Tüketim ve Hediye Alma Davranışı İlişkisi

Tüketiciler satın alma karar süreçlerinde motivasyon unsurları, kişilik ve duygularından etkilenerek hareket ederler ve dolayısıyla işletmelerin de bu faktörleri dikkate alarak pazarlama stratejilerini belirlemeleri gerekmektedir. Bu sebeple işletmeler ürünlerini tasarlarken, bu faktörleri dikkate alarak pazarlama karması oluştururlar (Yıldız, 2020). Tüketiciler farklı motivasyonlarla satın alma sürecine girmektedirler. Bu faktörlerden birisi de tüketicinin kendini ödüllendirmek istemesi ve kendine hediye almasıdır (Soytürk & Fırat, 2023). Bu bağlamda ortaya çıkan hedonik tüketim davranışı sonucunda duygusal, sosyal ve bireysel olarak haz alma söz konusudur ve burada esas olan alışveriş deneyiminden ne kadar memnun kalındığıdır (Babin vd., 2007). Bir tüketicinin neden kendisine hediye aldığını, geleneksel pazarlama prensipleriyle açıklamak zor olabilir. Kendi kendine hediye almak, tüketicinin kendini farklı ve iyi hissetmesine yol açar (Kivetz & Zheng, 2017).

Hedonik etkilerle yapılan alışveriş davranışlarında zaman zaman rasyonellik arka plana atılabilir. Pazarlamacılar tüketicilerin bu zayıf noktasını zaman zaman gösterişçi, lüks ya da anlık alışveriş gibi stratejilerle kullanmaya çalışırlar. Tüketim çılgınlığı ve hediyeleşme kültürü oluşturma, bu stratejiler arasında dikkat çeken bir yaklaşımdır (Yemez vd., 2018a). Belli özel zamanlarda yapılan tutundurma ve promosyon kampanyaları sonucu, bu hedefe belli ölçüde ulaşılmaktadır (Akgül & Varinli, 2017). Hedonik tüketimin gelişmesinde hediye alma davranışı ve hediyeleşme kültürü önemli yer tutmaktadır. Hedonik tüketimin arka planında, tüketicilerin belli imaja bürünmek istemesi bulunmaktadır (Ünal, 2009).

Hediye alma davranışında iki taraf arasındaki ilişki ve etkileşime bağlı olarak, hediye veren kişi hediye ile duygularını sembolize eder. Aradaki duygusal bağlar, alınacak hediyeleri

etkilemektedir (Öztürk & Temizkan, 2018). Özel günleri kutlama amacıyla hediyeleşme kültürünün bilinçli olarak gündeme getirilmesi ve yaygınlaştırılması sonucu ciddi büyüklükte ortaya çıkan sektör hızla büyümektedir (Aydan & Şahin, 2021). Kendine hediye alma davranışının arkasında yatan faktörlerin ortaya çıkarılması ve hedonik tüketim bağlantısının kurulması önemlidir (Palazon & Delgado-Ballester, 2013). Tüketiciler benzer gerekçelerle hedonik tüketime ve aynı zamanda hediye alma davranışına yönelmektedirler (Mortimer vd., 2015). Kendine hediye alma davranışı ile ilgili çalışmalarda ön plana çıkan faktörler, terapi (sorunların aşılması) ve kutlama amacıyla alışveriş şeklinde ortaya çıkmaktadır (Babin vd., 1994). Hediye alma davranışında sürpriz olma faktörü, bu davranışın hedonik yönlerini ön plana çıkarmakta ve hediye alan ve hediye veren açısından mutluluk kaynağı olmaktadır (Gupta vd., 2020).

Tüketiciler, özel günlerde, farklı beklenti ve nedenlerle birbirlerine çeşitli hediyeler vermektedir (Yoldaş & Dilek, 2020). Hediye alma davranışı sürecinde, bireyler ve gruplar arası ilişkiler kurulur. Burada hediyenin değerinden çok, insanlar arasındaki kişisel ilişkileri yansıtmaktadır. Verilen hediyenin, hediyeyi verenlerin özelliklerini yansıtır ve aynı zamanda hediye verilen kişinin beklenti ve özelliklerine uygun olması beklenir. Yapılan çalışmalara göre, tüketici kendine aldığı hediyelerde daha çok hedonik değer üzerinde durmaktadır (Babin vd., 2007). Hediye alan tarafın kişilik özellikleri, hediye verenle ilişki düzeyi ve kültürel özelliklere göre hediye alma davranışı şekillenmektedir (Öztürk & Temizkan, 2018; Polman & Lu, 2022).

Hedonik tüketim ve hediye satın alma ilişkisi üzerine yapılan çok sayıda araştırma bulunmaktadır (Babin vd., 2007; Zheng & Kivetz, 2009; Akgün & Varinli, 2017; Türk, 2018; Gümüş, 2019; Zhu & Li, 2019; Şeker, 2019; Demirağ & Çavuşoğlu, 2020; Solunoğlu & İkiz Nalçacı, 2020; Şeker & Cömert, 2020). Hedonik tüketim davranışının hediye satın almada etkili olan faktörlerden birisi olduğu vurgulanmaktadır (Workman & Lee, 2011). Hedonizmin ve hediyeleşmenin içinde olan haz, mutluluk ve duygu yoğunluğu birbirine benzemektedir. Hedonik tüketim eğilimi yüksek olan tüketiciler, kendi kişisel kullanımları için yüksek değerde ve lüks ürünleri talep ederken, hediye alma davranışında bu şekilde davranması gerekmemektedir (Şeker & Cömert, 2020). Bunun sebebi, hedonik tüketiciler için lüks ve pahalı ürünlerin hediye olarak satın alınması yeterli tatmin sağlamaması olabilir (Chen ve Kim, 2013). Genel olarak diğer ihtiyaçları satın almada olduğu gibi, hediye satın almada da hedonik tüketim eğilimi faktörlerinin ne kadar etkili olduğu bu çalışmada ampirik olarak test edilmiştir. Bu çerçevede araştırmanın yöntemle ilgili kısmı, oluşturulan araştırma modeli ve hipotezlerin test edilmesi sonucu bulgulara ulaşılmıştır.

2. YÖNTEM

Bu bölümde araştırmanın amacı, ana kütlesi, araştırmanın kısıtları, araştırmanın örneklemi, veri toplama araçları, araştırma etiği gibi hususlar açıklanacaktır. Daha sonra araştırma modeli ve araştırmanın hipotezlerine yer verilecektir.

2.1. Araştırmanın Amacı

Araştırmanın amacı, hedonik tüketim davranışının hediye alma davranışını nasıl etkilediğinin ortaya konulmasıdır.

2.2. Araştırma Yöntemi

Araştırmada veri toplamak için kullanılan anket formunda, demografik sorular yanında hedonik tüketim eğilimlerini ve hediye alma davranışını ölçmek üzere, 2 farklı ölçek yer almaktadır. Araştırmada kullanılan ölçekleri kısaca açıklamak gerekirse;

Hedonik tüketim tutum ölçeği; Babin ve diğerleri (1994) tarafından geliştirilmiş, Arnold ve Reynolds (2003) tarafından da kullanılmıştır. Ölçeğin Türkçeye uyarlaması ise Fettahlıoğlu vd. (2014) tarafından yapılmıştır. Ölçek yakın zamanda Solunoğlu ve İkiz Nalçacı (2020)

tarafından da kullanılan geçerli ve güvenilir bir ölçektir. Ölçek 6 boyut ve 20 ifadeden oluşmaktadır.

Hediye alma davranışı: Jonason ve diğerleri (2012) tarafından geliştirilmiş ve daha sonra Yıldırım ve Pirende (2019) tarafından Türkçeye uyarlanmıştır. Ölçek 4 boyut ve 11 maddeden oluşmaktadır. Bu çalışmada hediye alma davranışı boyutlar bazında değil, tek boyutta ele alınmıştır.

2.3. Araştırma Örneklemi ve Araştırmanın Kısıtları

Araştırmaya 1519 kişi katılmış, son 1 yılda hediye almayan 194 kişi araştırmadan çıkartılmış ve analize 1325 kişi ile devam edilmiştir.

Marmara bölgesinde yürütülen bu çalışmanın anket verileri, Aralık 2022 ve Ocak 2023 dönemleri arasında toplanılmıştır. Zaman kısıtı ve teknoloji okuryazarlarının bu çalışmaya katıldığı belirtilmelidir. Genel veri toplama kısıtlarından olan, katılımcıların, ankette yer alan soruları doğru olarak algıladığı ve buna göre cevap verdikleri varsayılmaktadır.

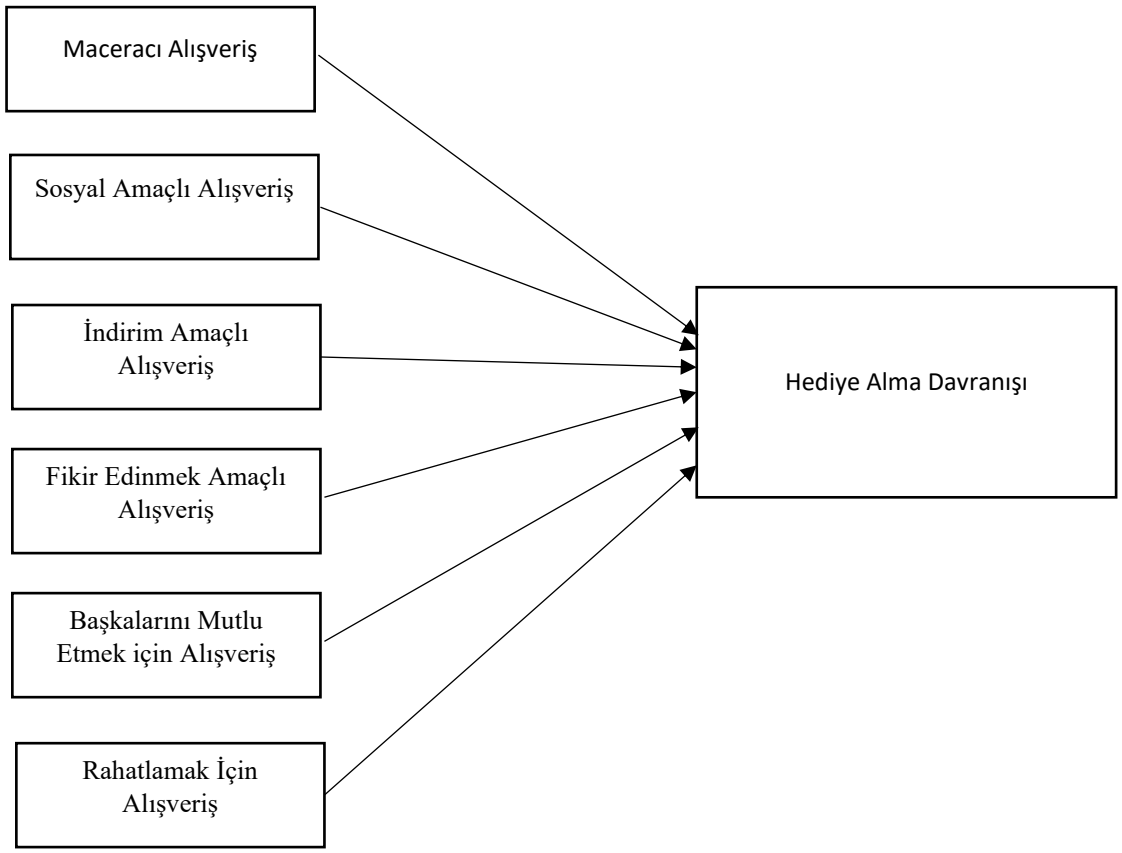
2.4. Araştırma Etiği

Çalışmada, araştırma ve yayın etiği standartlarına uygun şekilde davranılmıştır. Araştırma verilerinin toplanmasında kullanılan anket formu için etik onayı, Kocaeli Üniversitesi Sosyal ve Beşeri Bilimler Etik Kurulu, 27.12.2022 tarihli E-10017888-100-342270 sayılı kararına göre etik kurul izni alınmıştır.

2.5. Araştırma Modeli ve Hipotezler

Araştırma modeli ile hedonik tüketim davranışının hediye alma davranışını pozitif yönde etkileyeceği öngörülmektedir. Araştırmada kullanılan model, aşağıda sunulmuştur:

Şekil 1. Araştırma Modeli



Yapılan literatür taraması süreci sonunda, aşağıdaki hipotezler belirlenmiştir:

H1: Maceracı alışveriş hediye alma davranışını pozitif etkiler.

H2: Sosyal amaçlı alışveriş hediye alma davranışını pozitif etkiler.
H3: İndirimleri kaçırmamak amaçlı alışveriş hediye alma davranışını pozitif etkiler.
H4: Fikir edinmek amaçlı alışveriş hediye alma davranışını pozitif etkiler.
H5: Başkalarını mutlu etmek için yapılan alışveriş hediye alma davranışını pozitif etkiler.
H6: Rahatlamak için alışveriş hediye alma davranışını pozitif etkiler.

2.6. Analiz ve Bulgular

Katılımcıların demografik özellikleri aşağıda Tablo 1'de gösterilmektedir.

Tablo 1: Katılımcıların Demografik Özelliklerine İlişkin Dağılım

		N	%
Cinsiyet	Kadın	811	61,2
	Erkek	514	38,8
Medeni durum	Evli	500	37,7
	Bekâr	780	58,9
	Ayrılmış/Boşanmış	45	3,4
Eğitim durumu	İlköğretim	133	10,0
	Lise	384	29,0
	Önlisans	387	29,2
	Lisans	381	28,0
	Lisansüstü	50	3,8
Yaş	18-24	619	46,7
	25-34	329	24,8
	35-44	211	15,9
	45-54	122	9,2
	55 ve üzeri	44	3,3
Aylık gelir	2500-5000	520	39,2
	5001-7500	273	20,6
	7501-10000	197	14,9
	10001-12500	119	9,0
	12501-15000	102	7,7
	15001 ve üzeri	114	8,6
Çocuk sayısı	Çocuk yok	837	63,2
	1 çocuk	172	13,0
	2 çocuk	188	14,2
	3 çocuk	80	14,2
	4 çocuk	28	2,1
	5 çocuk ve üzeri	20	1,5
Mesleğiniz	**Öğrenci**	440	33,2
	Çalışmıyorum	201	15,2
	Kamu personeli	117	8,8
	Özel sektör çalışanı	402	30,3
	Kendi işim	127	9,6
	Emekli	38	2,9
Toplam		1325	100

Araştırmaya katılanların %61,2'si kadın, %38,8'i erkek; %58,9'ü bekâr, %37,7'si evli ve %3,4'ü boşanmıştır. Eğitim durumu olarak katılımcıların %29,2'si önlisans, %29'u lise, %28'i lisans, %10'u ilkokul ve %3,8'i lisansüstü eğitim mezunudur. Yaş olarak katılımcıların %46,7'si 18-24 yaş, %24,8'i 25-34 yaş, %15,9'u 35-44 yaş, %9,2'si 45-54 yaş ve %3,3'ü 55

ve üzeri yaş aralığındadır. Katılımcıların %39,2'si 2500-5000 tl, %20,6'sı 5001-7500 tl, %14,9'u 7501-10000 tl, %8,6'sı %15001 ve üzeri, %7,7'si ise 12501-15000 tl aylık ortalama gelire sahiptir. Katılımcıların %63,2'sinin hiç çocuğu yokken %14,2'sinin 2 çocuğu, %14,2'sinin 3 çocuğu, %13'ünün 1 çocuğu, %2,1'inin 4 çocuuğu ve %1,5'inin ise 5 ve üzeri sayıda çocuğu vardır. Son olarak katılımcların %33,2'si öğrenci, %30,3'ü özel sektör çalışanı, %8,8'i kamu sektörünü çalışanıdır.

Tablo 2: Güvenirlilik Analizi Sonuçları

Ölçek	Cronbach Alfa	İfade Sayısı
Hedonik Tüketim Ölçeği	,938	20
Hediye Alma Ölçeği	,840	11

Ölçeklerin güvenirliliği için cronbach alfa değerine bakılmıştır. Hedonik tüketim davranışı ölçeği için α=,938 ve hediye alma davranışı ölçeği için α=,84 bulunmuştur.

Tablo 3: Hedonik Tüketim Faktör Analizi

Faktör	Faktör yükü	Açıklanan Varyans	Güvenirlilik kat sayısı
..... alışveriş coşku verici bir olaydır	,820	16,497	,915
..... bana her zaman için ilgi çekici gelmiştir.	,821		
..... başka bir dünyada ve çok güçlü hissederim	,738		
Alışverişte zaman geçirmek haz vericidir	,731		
..... tanıdıklarla alışverişe çıkmak yeni paylaşımlar yaşamaktır.	,675	13,649	,854
..... tanıdıklarla alışverişe çıkmak onlarla eğlenceli vakit geçirmek için bir fırsattır	,749		
.....ailemle ya da arkadaşlarımla etkileşimde bulunmak, sosyalleşmek için giderim	,747		
..... diğer insanlarla etkileşime girmekten zevk alırım.	,657		
.....indirim zamanlarının avantajlarından faydalanmak için giderim	,777	14,289	,853
..... indirimli ürünleri arayıp bulmak hoşuma gider.	,756		
Alışverişe çoğunlukla indirim zamanlarında çıkarım.	,846		
..... çıktığımda indirimdeki ürünleri başkalarından önce yakalayıp bulmaktan çok zevk alırım	,664		
..... piyasadaki en son ürünleri görmek için çıkarım.	,756	11,462	,783
..... son modayı takip etmek için çıkarım.	,807		
..... markalı ürünleri almak beni mutlu eder.	,659		
… başkalarına bir şeyler satın almak için giderim.	,746	9,973	,771
Ailem ve arkadaşlarım için alışveriş yapmaktan zevk alırım.	,791		
Hediye alırken mükemmeli bulmak için zaman ve çaba harcamaktan çok hoşlanırım	,570		
.....ihtiyacım olmasa da mağazaları gezip ürünleri incelemek bana haz verir	,805	9,524	,911
Alışveriş yapmasam da mağazaları gezmek bana haz verir	,812		
Toplam Açıklanan Varyans		**75,393**	**,97**

Hedonik tüketim davranışı ölçeğinin geçerliliği için faktör analizi yapılmıştır. Analiz sonucunda KMO değeri ,934 ve Barlett's Test of Sphericity değeri (p value; ,000, chi-square: 16689,200, df:190) veri setinin faktör analizine uygun olduğunu göstermektedir. Tablo 3'te faktör yükleri, faktörlerin açıklanan varyansları ve faktörlerin güvenirlilik kat sayıları belirtilmiştir. Hedonik tüketim ölçeği faktör analizi sonucunda, orijinal ölçekte olduğu gibi 6 boyut olarak ortaya çıkmıştır. Ölçekteki ifadelerin faktör yükleri 0,57 ile 0,846 arasındadır. Hediye alma davranışı, tek boyutlu analiz edildiği için faktör analizi yapılmamıştır.

Tablo 4: Korelasyon Analizi Sonuçları

	Ortalama	Std. Sapma	Hediye Alma
Macera amaçlı alışveriş	3,14	1,11	,388**
Sosyal amaçlı alışveriş	3,15	1,00	,422**
İndirimi yakalamak amaçlı alışveriş	3,32	1,01	,400**
Fikir edinmek amaçlı alışveriş	2,76	1,05	,427**
Başkalarını mutlu etmek amaçlı alışveriş	3,35	,98	,415**
Rahatlamak için alışveriş	3,07	1,25	,361**

** 0.01 seviyesinde anlamlı

Hedonik tüketim boyutları ile hediye alma arasındaki ilişkiyi tespit etmek amacıyla korelasyon analizi yapılmıştır. Analiz sonucuna göre macera amaçlı alışveriş (r=,388; p<0,01), sosyal amaçlı alışveriş (r=,422; p<0,01), indirim amaçlı alışveriş (r=,400; p<0,01), fikir edinmek amaçlı alıveriş (r=,427; p<0,01), başkalarını mutlu etmek amaçlı alışveriş (r=,415; p<0,01) ve rahatlamak amaçlı alışveriş (r=,361; p<0,01) ile hediye alma davranışı arasında pozitif ilişki olduğu tespit edilmiştir.

Tablo 5: Hedonik Tüketim Davranışının Hediye Alma Davranışına Etkisi

	B	Beta	t	p
Sabit	1,457		20,182	,000
Macera amaçlı alışveriş	,032	,047	1,352	,177
Sosyal amaçlı alışveriş	,072	,096	2,644	,008
İndirimi yakalamak amaçlı alışveriş	,110	,148	4,931	,000
Fikir edinmek amaçlı alışveriş	,148	,207	6,808	,000
Başkalarını mutlu etmek amaçlı alışveriş	,109	,143	4,401	,000
Rahatlamak için alışveriş	,013	,022	,668	,504
F= 82,733, R=,523, Adjusted R^2= ,270				

** 0.01 seviyesinde anlamlı

Hedonik tüketim davranışının hediye alma davranışına etkisini tespit için çoklu regresyon analizi yapılmıştır. Yapılan analiz sonucuna göre sosyal amaçlı alışveriş (B=,072, p<0,01), indirimi yakalamak amaçlı alışveriş (B=,110, p<0,01), fikir edinmek amaçlı alışveriş (B=,148, p<0,01), ve başkalarını mutlu etmek amaçlı alışveriş (B=,109, p<0,01) hediye alma davranışı üzerinde pozitif anlamlı bir etkiye sahiptir. Macera amaçlı alışveriş (B=,032, p>0,05) ve rahatlamak amaçlı alışveriş (B=,013, p>0,05) hediye alma davranışı üzerinde anlamlı bir etkiye sahip değildir.

Tablo 6: Hipotezlerin Kabul Durumunu Gösteren Tablo

H1: Maceracı alışveriş, hediye alma davranışını pozitif etkiler.	Ret
H2: Sosyal amaçlı alışveriş, hediye alma davranışını pozitif etkiler.	Kabul
H3: İndirimleri kaçırmamak amaçlı alışveriş, hediye alma davranışını pozitif etkiler.	Kabul
H4: Fikir edinmek amaçlı alışveriş, hediye alma davranışını pozitif etkiler.	Kabul
H5: Başkalarını mutlu etmek için yapılan alışveriş, hediye alma davranışını pozitif etkiler.	Kabul
H6: Rahatlamak için alışveriş, hediye alma davranışını pozitif etkiler.	Ret

TARTIŞMA

Bu çalışmada, tüketicilerin hedonik tüketim davranışına yönelten temel faktörlerin hediye alma davranışını nasıl etkilediği üzerinde durulmuştur. 4 hipotez kabul edilmiş, 2 hipotez ise reddedilmiştir. Buna göre hedonik tüketimin alt boyutlarından sosyal amaçlı alışverişin, indirimleri kaçırmamak amaçlı alışverişin, fikir amaçlı alışverişin ve başkalarını mutlu etmek adına yapılan alışverişin hediye alma davranışı üzerinde pozitif etkisi olduğu ortaya çıkmıştır. Bu da literatürdeki bulgularla uyumludur (Ünal & Ceylan, 2008; Özgül, 2011; Bhatt vd., 2011; Çakır & Çakmak, 2012; Şengün & Karahan, 2013; Solunoğlu & İkiz Nalçacı, 2020; Yurtsızoğlu, 2020; Erdem & Yılmaz, 2021). Macera amaçlı alışveriş ve rahatlamak için alışverişin hediye alma davranışı üzerinde anlamlı bir etkisi olmadığı tespit edilmiştir. Öncelikle macera amaçlı alışveri ve rahatlamak için alışveriş değişkenleri ve hediye alma davranışı arasındaki ilişkiye dair doğrudan çalışmaya rastlanmamıştır. Bu yönüyle çalışmanın literatüre mütevazı bir katkı yaptığı söylenebilir. Bu sonuçları anlamlandırmak gerekirse, hediye alma davranışının, bazen rahatlamak ve macera için yapıldığı düşüncesi ilk başta akla gelmektedir. Bu durumda, tüketicilerin maceracı alışveriş türünü bir tür risk alma olarak gördüğü ve bu sebeple kendileri için risk alacakları ama hediye alma davranışında risk almak istemedikleri düşünülebilir. Rahatlamak için alışveriş yaklaşımına göre tüketiciler, öncelikle kendilerine hediye alarak kendilerini sevindirmek isteyebilirler. Başkalarına hediye alma fikrinin rahatlatıcı olduğu düşüncesi ilk planda akla gelmeyebilir.

SONUÇ VE ÖNERİLER

Tüketiciler farklı saiklerle alışveriş davranışı sergilerler ve bu konuda farklı sınıflandırmalardan birisi de hedonik ve faydacı tüketim davranışları ayrımıdır. Modern tüketicilerin sadece faydacı değil, aynı zamanda hedonik güdülerle alışveriş yaptığı bilinmektedir. Buna karşılık işletmeler de hedonik tüketim eğiliminde olan tüketicilerin hediye alma davranışlarını yönlendirecek stratejiler geliştirmektedir. Tüketim toplumu ve tüketim toplumu oluşturma stratejileri sonucunda, tüketiciler hedonik duygularının etkisiyle daha fazla alışveriş yapmaktadırlar.

Bu çalışma sonucunda, hedonik tüketim eğiliminin bazı alt boyutlar bazında hediye alma davranışını pozitif yönde etkilediği ortaya çıkmıştır. Bu ilişkiyi tam anlamıyla analiz eden ilk çalışmalardan olma yönüyle, çalışmanın önemi ortaya çıkmaktadır. Bulgular kısmında tartışıldığı üzere, bu sonuçların olası sebepleri üzerinde durmak gerekmektedir. Bu çerçevede hedonik tüketim eğiliminin artmasıyla birlikte genel anlamda hediye alma davranışının artacağı ortaya çıkmaktadır.

Bu çalışma sonucunda, teorik ve pratik bazı önerilerde bulunulabilir. Teorik olarak, hedonik tüketim davranışının kendine hediye alma davranışı üzerindeki etkisi araştırılabilir. Mevcut araştırmadaki nicel araştırma kurgusu, daha derinliğine nitel araştırma yöntemleriyle

yeniden ele alınabilir. İleride yapılacak çalışmalarda (cinsiyet, yaş ve ona bağlı kuşaklar arası) demografik karşılaştırmalar yapılabilir. Aynı zamanda kültürün mevcut araştırma kurgusuna etkisine bakılabilir.

Uygulama açısından bakıldığında, araştırma bulgularının tüketiciler ve işletmeler için yol gösterici olacağı düşünülmektedir. Tüketiciler, hedonik tüketim davranışlarında hediye alma sürecinde daha kontrollü davranmalıdırlar. Hedonik tüketimin, gereksiz, lüks ve gösterişçi tüketime dönüşmeksizin, hediye alma davranışına dönüşmesi gerekmektedir. İşletmelerin de hedonik tüketimin alt boyutlarını kullanarak tüketicileri satın alma ve hediye alma davranışına yönlendirmesi gerekmektedir. Bu bağlamda, işletmeler farklı ve yenilikçi tutundurma stratejileri geliştirmelidirler. İşletmeler, hedonik tüketim alt boyutlarını ve hediye alma davranışlarını dikkate alan pazar bölümlendirme, konumlandırma, hedef pazarı seçme gibi alt pazarlama stratejileri belirlemelidirler. Bu şekilde hangi tüketicilerin macera için, sosyal amaçlı, değer elde etmek için sosyalleşmek ve özellikle hediye alma davranışında olduğu gibi başkalarını mutlu etmek için alışveriş yaptıklarının net olarak ortaya konulması gerekmektedir. Bu bağlamda, yapılacak müşteri anketleri ve araştırmalarıyla müşteri profili detaylı olarak analiz edilmelidir. Böylece alışverişin sadece fonksiyonel bir eylem olmadığı, duygusal yönünün ağır bastığı unutulmamalıdır. İşletmeler, özel günlerde tüketicilere, kendilerini değerli hissettirecek kampanya ve stratejiler geliştirmelidirler.

Çalışmanın sınırlılıkları arasında öncelikle katılımcılara daha hızlı ulaşabilmek için anketlerin internet üzerinden uygulanması vurgulanmalıdır. Bu şekilde, mümkün olduğunca kısa sürede çok sayıda katılımcıya ulaşılmıştır.

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Yöneticilerin Sahip Olduğu Mükemmeliyetçi Kişilik Özellikleri ile Psikolojik Sağlamlık Düzeyleri Arasındaki İlişkiye Yönelik Bir Araştırma

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ÖZET

Çalışma yaşamında işlerin planlanarak organize edilmesinden kontrolünün sağlanarak raporlanmasına kadar olan süreçte yöneticiler etkin rol oynamaktadır. Yöneticilerden, tüm bu işleri hatasız ve planlanan zamana göre yapması veya yaptırması beklenebilir. Yöneticiler de bu beklentiyi sağlamak için hatasız olma gayreti güderken aynı zamanda süreci kolayca yönetebilmek için yüksek psikolojik sağlamlığa ihtiyaç duyar. Bu durumda yöneticilerin kişilik yapıları devreye girer. Yöneticiler işleri gereği süreci en ideal şekilde yönetme ve yönlendirme görevini mükemmeliyetçi kişiliğin katı özellikleriyle sürdürürlerse hem kişinin kendisi hem de yakınındakiler için psikolojik zorluklar başlayabilir. Bu durum, mükemmeliyetçi kişilik özellikleriyle psikolojik sağlamlık kavramı "birbirleriyle ilişkili midir?" ve "aralarında bir ilişki var ise bu ilişkinin yönü nedir?" sorularını akla getirmektedir. Yukarıda belirtilen sorulardan yola çıkarak bu çalışmanın temel amacı yöneticilerin mükemmeliyetçi kişilik özellikleriyle psikolojik sağlamlık düzeyleri arasındaki ilişkiyi incelemektir. Araştırmanın örneklemini İstanbul'da özel sektörde çalışan yöneticiler oluşturmaktadır. Bu nedenle yapılan çalışmada toplam 144 kişi üzerinde araştırma yapılmıştır. SPSS 20.0 programı ile yapılan faktör analizine göre 60 maddeden ve 7 boyuttan oluşan modelin (KMO=0,489; X2= 831,192; p=0,000.) faktör yükleri 51,92 ile 14,08 arasındadır. Ölçek varyansın %66,09'unu açıklamaktadır. Ölçeğin Cronbach Alfa değeri 0,804 olarak ölçülmüştür. Analiz sonucunda mükemmeliyetçi kişilik tipiyle psikolojik sağlamlık arasında negatif yönlü bir ilişki tespit edilmiştir.

Anahtar Kelimeler: Psikolojik Sağlamlık, Psikolojik Dayanıklılık, Yönetici, Mükemmeliyetçi Kişilik Tipi

A Study on the Relationship between Perfectionist Personality Traits and Psychological Resilience Levels of Managers

ABSTRACT

In working life, managers play an active role in the process from planning and organizing the work to controlling and reporting it. Managers can be expected to perform all these tasks without errors and according to the planned time. While managers strive to be error-free to meet this expectation, they also need high psychological resilience to manage the process easily. In this case, the personality structures of managers come into play. If managers carry out the task of managing and directing the process in the most ideal way due to their jobs with the rigid characteristics of perfectionist personality, psychological difficulties may begin for both the person himself/herself and those close to him/her. This situation raises the questions "are perfectionist personality traits and the concept of psychological resilience related to each other?" and "if there is a relationship between them, what is the direction of this relationship?". Based on the questions mentioned above, the main purpose of this study is to examine the relationship between perfectionist personality traits and psychological resilience levels of managers. The sample

of the study consists of managers working in the private sector in Istanbul. For this reason, the study was conducted on a total of 144 people. According to the factor analysis performed with SPSS 20.0 program, the factor loads of the model consisting of 60 items and 7 dimensions (KMO=0,489; X2= 831,192; p=0,000.) are between 51,92 and 14,08. The scale explains 66.09% of the variance. Cronbach's alpha value of the scale was 0.804. As a result of the analysis, a negative relationship was found between perfectionist personality type and psychological resilience.

Keywords: Psychological Resilience, Manager, Perfectionist Personality Type

Giriş

Bireyin yaşam olayları karşısında esnek ve çok seçenekli düşünebilme becerisi psikolojik açıdan sağlamlık oluşturmasına yardımcı olur. Esnek düşünebilen bireyler yaşamsal krizleri, zorlukları daha kısa sürede atlatabilmekte ve daha sağlıklı baş etme yöntemleri kullanarak çözebilmektedir. Bu sebeple esnek düşünebilmek, akademik veya iş hayatının sebep olduğu stresi de indirgeyebilmektedir. Bunların aksine, kişide yaşama dair katı görüşler varsa psikolojik sağlamlığın gelişimi kısıtlanmakta ve yaşamla baş etme gücü azalmaktadır.

Fredrickson'ın (2003) olumlu duyguları oluştur ve çoğalt teorisine göre, olumlu duygular kişinin düşünce veya eyleme yönelik davranışlarının çeşitliliğini genişletir. Bu genişleyen düşünceler bir bireyin fiziksel, psikolojik, entelektüel ve sosyal kaynaklardan oluşan kişiliğine de etkide bulunur (Fredrickson, 1998, 2001).

Stewart vd. (1997) psikolojik sağlamlığın tanımını yaparken, kişinin hayatında meydana gelen ve kişinin yaşamında önemli değişikliklere sebep olan, istenmeyen ya da riskli durumların üstesinden gelebilme yeterliliğine veya kapasitesine sahip olma şeklinde açıklamıştır. Psikolojik sağlamlığın düzeyinin artması veya azalmasında etken olan en önemli unsurlardan biri de zihinsel esnekliktir diğer bir değişle adaptasyon becerisidir. Williams (2001) psikolojik dayanıklılığı kişinin ruh halinin strese girebilecek olaylar karşısında bile sağlıklı kalma olarak tanımlarken, Kobasa (1979) psikolojik sağlamlık kavramını olumsuzlar karşısında kişinin sahip olduğu direnç olarak açıklamaktadır.

Araştırmanın diğer bir değişkeni olan mükemmeliyetçilik, kişinin ulaşılması zor hedefleri belirleyerek bu hedeflere ulaşmak için yoğun bir çaba sarf etmesi olarak tanımlanabilinir (Burns, 1980). Bu durumda, profesyonel iş yaşamında yoğun strese maruz kalan yöneticilerin mükemmeliyetçi kişilik özelliklerine bağlı olarak psikolojik sağlamlık düzeylerinin de etkilendiği düşünülebilinir. Araştırmanın dayanağını, "yöneticilerin sahip olduğu mükemmeliyetçi kişilik tipinin psikolojik sağlamlıklarını etkilemekte midir?" sorusuna dayanmaktadır. Bu düşünceden yola çıkarak, yöneticilerin sahip olduğu mükemmeliyetçilik kişilik tipinin iş yaşamlarında kendilerini olumsuz yönde etkilediğine inanmaktayız. Bu çalışma sonunda elde edilen bulgulardan yola çıkarak hem mükemmeliyetçi kişilik tipinin yöneticiler üzerinde nasıl ve ne yönde bir etkisi olduğu hem de mükemmeliyetçi kişilik tiplerine sahip yöneticilerin psikolojik sağlamlıklarını etkileyen unsurların neler olabileceği konusunda yol gösterici bir çalışma olacağını düşünmekteyiz.

1.TEORİK ÇERÇEVE

1.1.Psikolojik Sağlamlık

Latince esnekliği ifade eden "resilire" kelimesi psikolojik sağlamlık kavramına denk gelmektedir (Greene, 2002). Suzanne C. Kobasa, psikolojik sağlamlık kavramı üzerine çalışan ilk kişidir. Garmezy (1991) psikolojik sağlamlığı, kişilerin zorlu yaşam koşullarında karşılaştıkları durumlar karşısında günlük yaşantısını daha az etkileyerek devam ettirmesi olarak açıklamıştır.

Psikolojik sağlamlık, yaşanan olumsuz duygusal deneyimlerden geride bırakabilme ve stresli bir ortamda yaşanan deneyimlere bağlı olarak sürekli değişiklik gösteren istekleri karşılarken, sıkıntıyı aşabilme ve bu sürece uyum gösterme olarak açıklanmaktadır.(Block ve Kremen, 1996; Lazarus, 1993; Jackson vd., 2007).

Psikolojik sağlamlık, iş stresi dışında farklı sebeplerle meydana gelen stres türlerini de hafifletebilir (Chou vd., 2016). Sonuç olarak, psikolojik sağlamlık, bireyin psikolojik varlığını koruyan ve stresli durumlarla baş etmede olumlu yönde değişime sebep olur ve stresle baş etmede de önemli bir rol oynar.

1.2. Mükemmeliyetçi Kişilik Tipi

Hewitt ve Flett (1991), mükemmeliyetçiliği kişinin kendisine beklenenin üstünde standartlar oluşturması, belirlediği bu standartlara ulaşmak için üstün bir performans göstermesi, öz eleştiri yaparken esnek olmayan kuralların belirlenmesi, sadece mutlak başarı veya başarısızlığa duyulan inanç diğer bir bakış açısıyla kısmen başarılı olmayı kabullenmeme şeklindeki düşünce biçimi olarak ifade etmişlerdir.

Mükemmeliyetçilik kavramı ilk kez Hollander (1965) tanımını yapmıştır. Hollender mükemmeliyetçiliği, kişinin kendisinden veya çevresindeki kişilerden yaşanılan durum karşısında istenilenden daha yüksek düzeyde bir performans beklentisi içerisine girmesi olarak tanımlanmaktadır. Mükemmeliyetçi insanlar gerçekte beklentinin üstünde standartlara sahip olan kişilerdir. Frost ve arkadaşları (1990) da mükemmeliyetçiliği performans kavramıyla açıklamış ve kişinin yaptığı işte yüksek standartlar belirleyerek o işi gerçekleştirme çabası olarak tanımlamıştır (Frost, Marten, Lahart ve Rosenblate, 1990).

Hollander (1965), Hamacheck (1978), Burns (1980) ve Patch (1984), mükemmeliyetçiliği uyumsuz bir özellik olduğunu söyleyerek, mükemmeliyetçiliği benimseyen kişilerin kendilerine ulaşılması zor hedefler belirlediklerini ortaya koymuşlardır. Frost ve arkadaşlarının (1990) geliştirdikleri ölçeğe göre mükemmeliyetçiliğin altı boyutu vardır. Hata yapma endişesi, kişisel standartlar, ebeveyn beklentisi, eylemlerinden şüphe duyma, organizasyon ve ebeveynlerin eleştiriciliği mükemmeliyetçiliğin altı boyutunu oluşturmaktadır.

Hata Yapma Endişesi (HE): Mükemmeliyetçi kişilerin hata yapma endişesiyle birlikte hatalara karşı tolerans gösterip göstermediğini ölçen boyuttur.

Kişisel Standartlar (KS): Kişinin kendisi için ulaşılması zor standartlar belirleyip belirlemediğini ele alan boyuttur.

Ebeveyn Beklentileri (EB): Mükemmeliyetçiliğin öğrenilebilir ve kişisel gelişime bağlı olarak açıklayan Frost, kişinin ebeveynlerini çok eleştiri yapan, beklentisi gerçekleşmesi beklenenden daha fazla olan kişiler olarak düşünebilir. Bu düşünceye bağlı olarakta kişi mükemmeliyetçi davranışlar sergileyebilir. Bu boyut kişinin ebeveyn beklentilerine bağlı olarak mükemmeliyetçi davranışlar gösterip göstermediğini ölçen boyuttur.

Eylemlerinden Şüphe Duyma (EŞ): Kişinin kendi davranışından veya sergilediği performansından tam anlamıyla emin olup olmadığını tespit eden boyuttur.

Organizasyon (OR): Düzenli olmayı, düzene aşırı önem verip vermediğini değerlendiren boyuttur.

Ebeveynlerin Eleştiriciliği (EE): Kişinin ebeveynlerini beklenenden daha fazlasını talep edebilecek bireyler olarak algılayıp algılamadığını ölçen boyuttur.

Hewitt ve Flett (1991) ise mükemmeliyetçiliği Frost ve arkadaşlarının geliştirdiği boyutlardan farklı olarak ele almışlardır. Hewitt ve Flett'inin yaklaşımına göre mükemmeliyetçiliğin boyutları, kendine yönelik mükemmeliyetçilik, diğer insanlara yönelik mükemmeliyetçilik ve toplumun zorlaması sonucu oluşan mükemmeliyetçilik olmak üzere üç farklı boyuttan oluşmaktadır.

Kendine Yönelen Mükemmeliyetçilik: Kişinin kendi standartlarına ve performansına ilişkin boyutu içerir. Bu kişilerin düşüncelerinin temelinde "ya hep ya hiç" vardır.

Diğer İnsanlara Yönelen Mükemmeliyetçilik: Kişinin yakın çevresinde bulunan kişilerin sahip oldukları yeteneklerine yönelik beklentileri ve inançları içeren boyuttur.

Toplum Tarafından Dayatılan Mükemmeliyetçilik: Kişinin önemli gördüğü kişilerden kendisi hakkında gerçekçi beklentiler içerisine girdiğini varsaydığımız ve mükemmel olmaları için çevreden baskı geldiğini hissettiği ve buna bağlı olarak çevrenin beklentilerini ve standartlarını karşılaması gerektiğini düşündüğü boyuttur.

Böylece farklı kişilerin mükemmeliyetçiliği ele alış biçimleriyle birlikte kavram daha geniş bir perspektifte değerlendirmeye olanak sağlamıştır. Elde edilen yaklaşımlar doğrultusunda, mükemmeliyetçilik kişinin kendini engelleyen, başarısızlığa zemin hazırlayan olumsuz bir davranış olduğu düşünülmüştür. Bu açıdan değerlendirildiğinde kişinin hiçbir zaman performansından memnun olmadığı varsayılmıştır (Owens ve Slade, 1998). Mükemmeliyetçilik kavramının değerlendirildiği çalışmalara bakıldığında mükemmeliyetçilik akademik başarı (Başer, 2007), anne baba tutumları (Yıldız, 2007), kişilerarası ilişkiler (Hill, Zruli ve Turlington, 1997) sorumluluk tutumları ve obsesif kompulsif tutumlar (Yorulmaz, 2002), psikolojik belirtiler (Benk, 2006), depresif semptromlar ve duygu durumları (Dinç, 2001; Oral, 1999) ile ilişkilendirilerek açıklanmaya çalışılmıştır. Yapılan çeşitli çalışmalar doğrultusunda bu araştırmayla mükemmeliyetçilik ile psikolojik esneklik ve psikolojik sağlamlık arasında da bir ilişki olabileceği düşünülmüştür. Bu düşünceye bağlı olarak aşağıdaki hipotez geliştirilmiştir:

H_1: *Psikolojik Sağlamlık Düzeyi ile Mükemmeliyetçi Kişilik Özellikleri arasında negatif yönde anlamlı bir ilişki vardır.*

2. YÖNTEM

2.1. Araştırmanın Modeli

Bu çalışmanın temel amacı, işletmelerdeki yöneticilerin sahip oldukları mükemmeliyetçi kişilik tipi ile psikolojik sağlamlılık arasındaki ilişkinin var olup olmadığının tespit edilmesidir. Aynı zamanda, bu çalışma ilişkisel tarama modelli bir araştırmadır.

2.2. Araştırmanın Örneklemi

Bu araştırmanın evrenini İstanbul'da özel sektörde çalışan alt, orta ve üst düzey yöneticilerden oluşturmaktadır. Araştırmanın örneklemi tesadüfi olmayan örnekleme yöntemlerinden amaçlı örnekleme yöntemi ile seçilmiştir. Bu amaçla İstanbul'da özel sektörde faaliyet gösteren 100 işletmeden veri toplanmıştır.

2.3. Veri Toplama Araçları

Araştırmada kullanılan veri toplama araçlarıyla ilgili ayrıntılı bilgiler aşağıda yer almaktadır.

2.3.1. Yetişkinler için Psikolojik Sağlamlık Ölçeği (YPDÖ)

Bu ölçek, Smith vd. (2008) tarafından geliştirilmiştir. Türkçe'ye Doğan (2015) tarafından uyarlanmıştır. 5'li likert tipinde olan ölçek toplam altı boyuttan oluşmaktadır. Ölçekteki boyutlar, "yapısal stil" (3,9,15,21) ve "gelecek algısı" (2,8,14,20) 4 madde; "aile uyumu" (5,11,17,23,26,32), "kendilik algısı" (1,7,13,19,28,31) ve "sosyal yeterlilik" (4,10,16,22,25,29) 6 madde ve "sosyal kaynaklar" (6,12,18,24,27,30,33) ise 7 madde ile ölçülmektedir. Ölçekteki otuz üç maddenin on altısı ters puanlanmaktadır. 1-3-4-8-11-12-13-1415-16-23-24-25-27-31-33 numaralı sorular ters puanlanmaktadır. Ölçekten alınan puan minimum 33 maksimum 165 olabilmektedir. Puanlar arttıkça psikolojik sağlamlığın artığı varsayılmıştır. Ölçeğin yapısal stil boyutunda yer alan "Kişisel konuları hiç kimseyle tartışmam.", "Kişisel problemlerimi çözemem.", "Benim için sosyal ortamlarda rahat/esnek olmak önemli değildir." ve "Yargılarıma ve kararlarıma çok fazla güvenmem." ifadeleri güvenirliği düşürdüğü için ölçekten çıkarılmış, analize dâhil edilmemiştir. Araştırmanın ölçek güvenirliliği (Cronbach's Alfa değeri) 0,87'dir. Alt boyutların güvenirliliği ise 0,81 ile 0,77 arasında değişmektedir. İnceleme türüne giren araştırmalarda güvenirlilik için hesaplanan Cronbach's alfa değeri 0,50'e kadar geçerli kabul edilmektedir (Altunışık, Coşkun, Bayraktaroğlu ve Yıldırım, 2004, s. 115).

2.3.2. Çoklu Mükemmeliyetçilik Testi

Araştırmaya katılanlardaki mükemmeliyetçiliğin değerlendirmesini yapabilmek için Çok Boyutlu Mükemmeliyetçilik Ölçeği (Multidimensional Perfectionism Scale (MPS)) kullanılmıştır. Özbay ve Taşdemir (2003) tarafından Türkçe'ye uyarlanan ölçek Frost ve arkadaşları (1990) tarafından geliştirilmiştir. Ölçekte toplamda 35 madde bulunmaktadır. 5'li Likert tipi ile maddelere cevap verilmektedir (1=kesinlikle katılıyorum ve 5=kesinlikle katılmıyorum). Güvenirliliği düşüren "Anne-babam benim için çok yüksek ölçütler belirler.", "Çocukken mükemmel yapmadığım şeyler için cezalandırılmışımdır.", "Yapığım her şeyde tam anlamıyla yeterli olmak benim için önemlidir." ve "Çabalarımı bir hedefe ulaşmak için yoğunlaştırmakta çok iyiyimdir." güvenirliği düşürdüğü için ölçekten çıkarılmış, analize dâhil edilmemiştir. Çok Boyutlu Mükemmeliyetçilik Ölçeğinin bu araştırmadaki güvenirliliği (Cronbach's alfa değeri) 0,89'dur. Ölçekten alınan toplam puanın yüksekliği katılımcının mükemmeliyetçilik düzeyinin fazla olduğunu göstermektedir.

2.4. Verilerin Analizi

Araştırmadaki verilerin incelenmesi için SPSS 20.0 programı kullanılmıştır. Verilerin değerlendirilmesinde t-testi ve Pearson Korelasyon analizlerinden yararlanılmıştır.

3. Bulgular

Bu bölümde ilk önce katılımcıların demografik bilgilerine yer verilmiştir. İkinci olarak çalışmanın değişkenleri olan mükemmeliyetçilik ile psikolojik sağlamlık arasındaki ilişkiyi gösteren bulguya yer verilmiştir.

Katılımcılara ait tanımlayıcı bilgiler Tablo 1'de sunulmuştur. Bu tanımlayıcı özellikler incelendiğinde; Tablo 1'e göre araştırmaya katılanların % 20,1'i kadın (n=29), % 79,9'u (n=115) erkektir. Yöneticilerin %. 5,6'sı (n=8) ilköğretim ve lise, % 59,7'si (n=86) önlisans ve lisans, % 34,7'si (n= 50) de lisansüstü eğitim derecesine sahiptir. Örneklemin, % 6,3'ü (n=9) 25 yaşından küçük, % 6,3'ü (n=9) 25-30 yaş, %13,2'si (n=19) 31-35 yaş, % 22,2'si (n=32) 36-40 yaş, % 25,7'si (n=37) 41-45 yaş ve % 26,4'ü (n=38) de 46 ve yukarı yaşlar arasındadır. % 9,7'si (n=14) 1 yıldan az, % 22,9'u (n=33) 1-3 yıl arası, % 17,4'ü (n=25) 3-6 yıl arası, % 50'si (n=72) aynı iş yerinde çalışma süresine sahiptir. Katılımcıların % 64, 6'sı (n=93) evli, % 27,1'i (n=39) bekâr ve % 8,3'ü de (n=12) boşanmıştır. Araştırmaya katılanların % 29,9'u (n=43) alt düzey, %36,1'i (n=52) orta düzey, %34'ü de (n=49) üst düzey yöneticidir.

Tablo 1. Katılımcılara ait demografik bilgiler

	n	***%***
CİNSİYET		
Erkek	115	79,9
Kadın	29	20,1
EĞİTİM DÜZEYİ		
İlköğretim/Lise	31	14,8
Önlisans/Lisans	177	84,7
Yüksek Lisans/ Doktora	1	0,5
MEDENİ HAL		
Bekâr	39	27,1
Evli	93	64,6

Boşanmış	12	8,3
YAŞ		
<25	9	6,3
25-30	9	6,3
31-35	19	13,2
36-40	32	22,2
41-45	37	25,7
46 >	38	26,4
ÇALIŞMA SÜRESİ		
<1 yıl	14	9,7
1-3 yıla kadar	33	22,9
3-6 yıla kadar	25	17,4
6 >	72	50
KURUM İÇİ STATÜ		
Alt Düzey Yönetici	43	29,9
Orta Düzey Yönetici	52	36,1
Üst Düzey Yönetici	49	34

Araştırmanın hipotez kısmında yer almamasına rağmen, psikolojik sağlamlığın ve mükemmeliyetçiliğin, demografik özellikler açısından bir farklılık yaratıp yaratmadığına da bakılmıştır. Yapılan testler sonucunda tanımlayıcı özelliklerin hiçbirinin anlamlı bir farklılık sergilemedikleri tespit edilmiştir.

Katılımcılar için psikolojik sağlamlık ölçeği alt boyutlarının puan ortalaması; yapısal stil 15.30 ± 8.03, gelecek algısı 15.47 ± 7.39, aile uyumu 20.87± 9.02, kendilik algısı 15.87 ± 6.14, sosyal yeterlilik 19.07 ± 8.58, sosyal kaynaklar 15.65 ± 7.69'dur (Tablo 2).

Tablo 2. YPDÖ ve Mükemmeliyetçilik Puan Ortalamaları

Ölçek Maddeleri	**Min.**	**Max.**	**Ort. ± SS**
Mükemmeliyetçilik Toplam Puan	58	139	88.04 ± 4.97
YPDÖ Toplam Puan	62	144	109.78 ± 5.7
YPDÖ Alt Boyut Toplam Puan			
Yapısal Stil	4	20	15.30 ± 8.03
Gelecek Algısı	9	20	15.47 ± 7.39
Aile Uyumu	6	30	20.87 ± 9.02
Kendilik Algısı	4	20	15.87 ± 6.14

Sosyal Yeterlilik	6	25	19.07 ± 8.58
Sosyal Kaynaklar	10	26	15.65 ± 7.69

* YPDÖ: Yetişkinler için Psikolojik Sağlamlık Ölçeği

Hipotezi test etmek amacıyla, mükemmeliyetçilik ile psikolojik sağlamlık ve psikolojik sağlamlık alt boyut puan ortalamaları karşılaştırılmıştır. Karşılaştırma neticesinde psikolojik sağlamlık ile mükemmeliyetçilik arasında ters yönlü bir ilişki olduğu belirlenmiştir. Psikolojik sağlamlığın alt boyutlarına baktığımızda yapısal stil ve gelecek algısı ile mükemmeliyetçilik arasında bir ilişki tespit edilememiştir. Buna rağmen aile uyumu, kendilik algısı, sosyal yeterlilik ve sosyal kaynaklar ile mükemmeliyetçilik arasında da negatif yönde ilişki olduğu belirlenmiştir. Sonuç olarak, mükemmeliyetçilik arttıkça psikolojik dayanıklılığın azaldığı belirlenmiştir ($p<0.01$) (Tablo 3). Bu anlamda hipotezin doğrulandığı söylenebilinir.

Tablo 3. YPDÖ ve YPDÖ Alt Boyutları Puan Ortalaması ile Mükemmeliyetçilik Puan Ortalaması Arasındaki İlişki

		Mükemmeliyetçilik Toplam Puan
YPDÖ Toplam Puan	r p	-0.294 0.000*
YPDÖ Alt Boyutları		
Yapısal Stil	r p	-0.160 0.851
Gelecek Algısı	r p	-0.094 0.265
Aile Uyumu	r p	-0.374 0.000*
Kendilik Algısı	r p	-0.336 0.000*
Sosyal Yeterlilik	r p	-0.210 0.000*
Sosyal Kaynaklar	r p	-0.203 0.000*

* $p<0.001$
* YPDÖ: Yetişkinler için Psikolojik Sağlamlık Ölçeği

4.Tartışma ve Yorum

Literatür incelemesi sonucuna göre kişilerin psikolojik sağlamlık düzeyleri ile mükemmeliyetçi kişilik özellikleri arasında negatif yönde ilişkili olduğunu ifade eden çalışmalar mevcuttur. Bu çalışmaların sonuçlarıyla araştırmadan elde ettiğimiz sonuçlar birbiriyle örtüşmektedir (Flett ve

Hewitt, 2014; Klibert, Lamis, Collins, Smalley, Warren, Yancey ve Winterowd, 2014). Yapılan t-testi sonucunda yönetici kadınların ve erkeklerin genel psikolojik sağlamlık düzeylerine ($X_{(erkek)}$= 3.84; $X_{(kadın)}$= 3.62), mükemmeliyetçilik boyutuna ($X_{(erkek)}$= 2.84; $X_{(kadın)}$= 3.05), ilişkin puan ortalamaları bakımından anlamlı bir farklılık sergilemedikleri görülmüştür ($p>0.05$). Yapılan araştırmada erkek yöneticilerin kadın yöneticilere oranla psikolojik sağlamlık puanının biraz daha yüksek olduğu görülmektedir. Aynı zamanda psikolojik sağlamlık, stres ve hayat şartları ile başa çıkabilmelerini kolaylaştıran bir etmen olarak düşünülmektedir (Allen, 2016; Calvete vd., 2014). Buna göre, iş yaşamında karşılaşılan ve yaşanılan olaylara karşı erkek yöneticilerin kadın yöneticilere oranla iç dengesini daha rahat sağladığı, korku, stres gibi etmenlerle daha kolay başa çıkabildiği söylenebilinir. Aynı zamanda erkek yöneticilerin kadın yöneticilere oranla daha esnek bakış açısına sahip oldukları, olumsuzlukları daha kısa sürede atlatabildikleri görülmektedir.

Mükemmeliyetçilik açısından ele aldığımızda ise kadın yöneticilerin erkek yöneticilere göre puan ortalamaları biraz daha yüksek olduğu görülmektedir. Bu bilgi ışığında, kadın yöneticilerin daha detaycı, planlamada daha hassas olduğu, ayrıntılara daha fazla önem verdiği, sonuç odaklılıktan çok süreç yönetimine erkek yöneticilere oranla daha fazla önem verdiği söylenebilinir.

Mükemmeliyetçi kişiliklerin kusursuz görünme, hata yapmama ve son derece yüksek standartlara sahip olma gayreti onların yaşamla barışçıl, dingin bir ilişki kurmalarının önünde engel oluşturmaktadır. Genellikle ya hep ya hiç düşüncesiyle hareket ederler ve yapılacak şey kusursuz olmayacaksa başlamaya değer değildir. Bu durum onların daha gergin, katı, stresli ve endişeli olmalarına yol açar. Aynı zamanda diğer iş arkadaşlarından da benzer yaklaşımı talep ettikleri için insani ilişkileri de zarar görebilir. Psikolojik sağlamlık düzeyi yüksek olan kişiler ise yaşamda daha dingin ve sakin bir özelliğe sahiptirler.

Mükemmeliyetçi kişilik özelliklerinin, iş yaşamına duyulan kaygıyı arttırdığı ve iş hayatından özel hayata adaptasyonu zorlaştırdığı görülmektedir. Mükemmeliyetçi kişilik özelliklerinin işten sonra dinlenme ve yenilenme sürecini, işle özel hayat arasındaki denge kurmayı güçleştirdiği ve bu nedenle kişilerin fizyolojik ve psikolojik iyilik halini olumsuz etkilendiği görülmektedir. Bu da kişilerin yaşamla baş etme gücünü düşürmektedir. İş yaşamında iyi bir özellik olarak bilinen mükemmeliyetçilik, zamanla kişilerin stres ve endişe düzeylerini arttırdığından ve bununla beraber psikolojik sağlamlık düzeylerini düşürdüğünden dolayı iş performansını olumsuz yönde etkilemektedir.

Psikolojik sağlamlık ve psikolojik sağlamlık alt boyut puan ortalaması ile mükemmeliyetçilik puan ortalaması arasında negatif yönde ilişki olduğu belirlenmiştir. Mükemmeliyetçilik arttıkça psikolojik sağlamlığın azaldığı görülmüştür ($p<0.01$). Buna göre, olağandan daha fazla mükemmeliyetçilik kişilik tipine sahip yöneticilerin daha az benlik saygısına sahip olduğu, olumsuz öz değerlendirmeyi daha sık yaptığı ve olayları çözme becerisinde kendilerine yönelik olumlu algılarının yetersiz olduğu; olumsuz olaylarda mükemmeliyetçiliklerinin bir dezavantajı olarak çabuk ve kolay strese girdikleri ve bu stresle olayları değerlendirdikleri, dolayısıyla da problemlerle başa çıkma konusunda mükemmeliyetçi kişilik tipi puanları düşük olanlara göre daha çok sorun yaşayabilecekleri söylenebilinir.

5.ÖNERİLER

Mükemmeliyetçilik ve psikolojik sağlamlık düzeylerinin birbiri ile anlamlı düzeyde ilişkili bulunması neticesinde işletmeler yönetici pozisyonu için işe alım veya kariyer yönetimini uygularken kişilerin mükemmeliyetçi özelliklerinin hangi düzeyde olduğuna dikkat edilmelidir.

Bunun yanı sıra, psikolojik dayanıklılığın önem kazandığı pozisyonlar için de aday profilleri derinlemesine incelenmelidir.

Mükemmeliyetçi kişilik özelliklerini taşıyan çalışanların kendini gerçekleştirme konusunda koydukları yüksek standartlar ve işe dair duydukları yoğun endişe, işe yönelik başarısızlık ve hata yapma kaygısıyla birleştiğinde iş performansı olumsuz yönde etkilenecektir. Mükemmeliyetçi kişilerin yaşamla daha esnek ilişki kurabilmelerine katkıda bulunmak, psikolojik iyi oluşlarını desteklemek amacıyla çalışma ortamının hoşgörülü, barışçıl olması önemlidir. Çalışanların, streslerini azaltacak aktivitelere katılmalarının sağlanması, sosyalleşeceği ortamların olması, gerekirse psikoterapi sürecine yönlendirilmesi sürece olumlu katkı sağlayacaktır.

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A Research on the Effect of Self-Leadership on Organizational Learning in General Aviation Companies

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ABSTRACT

In this century, it is evident that traditional leadership theories did not have a positive effect on employees. In this context, organizations' perspective on leadership has increased with each passing day with a further understanding of the importance of contemporary leadership approaches from the past to the present. One of these contemporary leadership theories is the self-leadership approach. The self-leadership approach is about directing and motivating employees toward their goals. There are many different ways of attitudes, behaviors, and perceptions created by this type of leadership on employees. One of these perceptions is organizational learning. Accordingly, this study aims to determine the effect of self-leadership on organizational learning. In the study, analysis was carried on the data obtained from 311 white-collar employees working in general aviation companies in Turkey and determined by purposive sampling method. In the study, face-to-face data were collected using the survey technique. In addition, SPSS 25.0 and AMOS 24.0 programs were used while testing the data. As a result of the study, it was found that there is a positive and significant relationship between self-leadership and organizational learning. It was concluded that behavior-focused strategies and natural reward strategies have a significant and positive effect on the commitment to learning, natural reward strategies and constructive thought pattern strategies on the shared vision, behavior-focused strategies and constructive thought pattern strategies on open-mindedness, behavior-focused strategies, natural reward strategies, and constructive thought pattern strategies on intra-organizational knowledge sharing. As a result of these analyses, it can be expected that organizational managers, researchers, and the business environment will have a quantitative and qualitative perspective on the subject as a result of evaluating the effects of these variables on each other.
Keywords: Leadership, Self-Leadership, Organizational Learning, Aviation, General Aviation Companies.

Genel Havacılık İşletmelerinde Kendi Kendine Liderliğin Örgütsel Öğrenme Üzerindeki Etkisine İlişkin Bir Araştırma

ÖZET

Bu yüzyılda geleneksel liderlik kuramlarının çalışanlar üzerinde olumlu bir etkisi olmadığı aşikardır. Bu kapsamda geçmişten günümüze çağdaş liderlik yaklaşımlarının öneminin daha da anlaşılması ile birlikte örgütlerin liderliğe bakış açısı gün geçtikçe daha da artmıştır. Bu çağdaş liderlik kuramlarından birisi de kendi kendine liderlik yaklaşımıdır. Kendi kendine liderlik yaklaşımı çalışanların kendilerini hedefleri doğrultusunda yönlendirmesi ve güdülemesi ile ilgilidir. Çalışanlar üzerinde bu liderlik türünün yarattığı çok farklı tutum, davranış ve algı biçimleri vardır. Bu algılardan birisi de örgütsel öğrenmedir. Bu doğrultuda, bu çalışmanın amacı kendi kendine liderliğin örgütsel öğrenme üzerindeki etkisini saptamaktır. Araştırmada Türkiye'de yer alan genel havacılık işletmelerinde görevini sürdüren ve amaçlı örnekleme yöntemi ile belirlenmiş 311 beyaz yakalı çalışandan elde edilmiş veriler üzerinden analiz yapılmıştır. Araştırmada anket tekniği ile yüz yüze veri toplanmıştır. Ayrıca, veriler test edilirken SPSS 25.0 ve AMOS 24.0 programları kullanılmıştır. Araştırmanın sonucunda kendi kendine liderlik ile örgütsel öğrenme arasında olumlu yönde anlamlı bir ilişkinin varlığı tespit edilmiştir. Ayrıca, davranış odaklı stratejilerin ve doğal ödül stratejilerinin öğrenmeye olan bağlılık üzerinde; doğal ödül stratejilerinin ve yapıcı düşünce modeli stratejilerinin paylaşılan vizyon üzerinde; davranış odaklı stratejilerin ve yapıcı düşünce modeli stratejilerinin açık fikirlilik üzerinde; davranış odaklı stratejilerin, doğal ödül stratejilerinin ve yapıcı düşünce modeli stratejilerinin örgüt içi bilgi paylaşımının üzerinde anlamlı ve olumlu bir etkisi olduğu sonucuna ulaşılmıştır. Bu analizler sonucunda örgüt yöneticilerinin, araştırmacıların ve iş çevresinin bu değişkenlerin birbirleri üzerindeki etkilerini değerlendirmeleri sonucunda, konu ile ilgili niceliksel ve niteliksel bir bakış açısına sahip olmaları umulabilir.
Anahtar Kelimeler: Liderlik, Kendi Kendine Liderlik, Örgütsel Öğrenme, Havacılık, Genel Havacılık İşletmeleri.

1. INTRODUCTION

Unlike traditional leadership theories on employee management, different leadership theories have emerged with the rapid development of businesses and their environment. In addition, leadership has become a phenomenon that is discussed and researched not only in organizations but also under different academic disciplines, within the framework of some factors such as social environment and even family life (Çetin, 2013; as cited in Çetin, 2021: 145). Accordingly, organizations becoming more compatible with internal and external factors may be due to the self-leadership of the employees first and then influencing other factors. Employees actually need self-management and self-leadership so that they can realize their abilities and skills while performing their duties. The concept of self-leadership is important as it is the root of employee empowerment (Doğan & Şahin, 2008a: 83). This type of leadership is an influencing process that takes place by fulfilling the self-motivation to be successful and manage oneself (Neck, 1996: 203; Manz, 1986: 589). This process may further increase organizational learning, expressed as the learning process that occurs through social interactions created by groups and organizations (Argyris, 1999; cited in Demirel, 2021: 373). Essentially, learning is to create a behavioral change in individuals as a result of transferring knowledge and experiences (Güney, 2020: 387). In organizations where self-leadership is dominant, the desire and perception of organizational learning may increase depending on the self-focus and self-worth of the employees.

Self-leadership is based on Bandura's (1986, 1991) social cognitive theory and self-regulation theory (Neck & Houghton, 2006: 279; as cited in Türköz et al., 2012: 311). Social cognitive theory can be clarified as human behavior being influenced by the behavior of other individuals in parallel with internal and external effects and learning new things by observing them (Bandura, 1989: 1176). In other words, this theory is about the change in human behavior and the complex situations created by the cognitive process influenced by this change. The social cognitive theory also focuses on personal satisfaction and self-efficacy (Neck & Houghton, 2006: 279; as cited in Türköz et al., 2012: 311; Bandura, 1986; Bandura, 1989: 1176). Self-regulation theory, on the other hand, is the individual's self-awareness of his own goals and cognitive self-motivation in line with his working principles with the feelings and thoughts he has acquired in this situation (Schunk & Ertmer, 2000: 633; Çiltaş, 2011: 3). In other words, this theory is about regulating one's internal standards (Neck & Houghton, 2006: 279; cited in Türköz et al., 2012: 311).

Organizational learning has been influenced by different approaches. Among these, experience-oriented organizational learning approaches are based on the study of March and Olsen (1975). According to this approach, organizations learn from their experiences. In this direction, they take lessons and infer from their works and can apply them within the organization (March & Olsen, 1975: 148). The interpretive perspective of organizational learning approaches emerged with the studies of Argyris and Schön (Argyris & Schön, 1997; Daft & Huber, 1987: 11). According to this approach, the organizational learning process is not based on trial and error, but on the basis of the organization's perception and interpretation of the environment and correcting its mistakes accordingly (Avcı, 2005: 64). Knowledge-oriented perspective of organizational learning approaches was first discussed by Duncan and Weis in 1979. According to this approach, organizations are a theory that aims to increase the knowledge of employees and increase their effects on organizational actions (Duncan & Weis, 1979: 84; as cited in Avcı, 2005: 60). Finally, the information-oriented perspective of organizational learning approaches was first based on the study of Daft and Huber (1987). In this approach, learning is expressed as the dissemination of information within the organization. In this approach, the process

operates in the form of obtaining, disseminating, and finally interpreting knowledge (Daft & Huber, 1987: 10; cited in Avcı, 2005: 64).

In the literature, the relationship between self-leadership and organizational variables has been examined limitedly with certain organizational behaviors. In this direction, the interaction of self-leadership with organizational learning, a subject that was underemphasized in previous studies, has been examined. Accordingly, it is aimed to investigate the effect of self-leadership on organizational learning in general aviation companies that have never been studied in the literature. It is assumed through this study that the effect of self-leadership on organizational learning will strengthen the positive thoughts of employees about learning in the organization and that important outcomes will be obtained with the reflection of these thoughts on the organization. In this direction, the other parts of the study were formed with specific content: In the second part, the concepts of self-leadership and organizational learning and the relations between these concepts were emphasized. In the third part, the methodology is evaluated. In the fourth part, the results were analyzed. In the fifth part, the conclusions were evaluated and suggestions were made.

2. THEORETICAL FRAMEWORK

2.1. Self-Leadership

The concept of self-leadership was first mentioned academically by Manz (1986) (D'Intino et al., 2007: 105). In the self-leadership approach, the roles of leader and follower are concentrated on the person himself. There is no distinction between leader and employee in this approach. Everyone is their own leader (Pearce & Manz, 2011: 565). Accordingly, self-leadership is the self-influence process, and it is related to guiding and motivating oneself to perform an intended action, attitude, behavior, or task (Manz, 1986: 586; Neck & Manz, 1999; Manz & Sims, 1999). 1991; as cited in Cetin, 2021: 146). This type of leadership can be expressed as a process in which the individual can be able to influence and guide himself using certain cognitive and behavioral strategies and control his own behavior (Manz & Sims, 1980: 362; Manz, 1986: 586). In short, self-leadership is an influencing process that takes place by fulfilling the self-motivation essential for success and guiding oneself (Neck, 1996: 203; Manz, 1986: 589).

There are several characteristics of self-leadership. These are as follows (Duran, 2022: 51-52): (a) self-management related to the individual's determination and power to manage himself to achieve success in the direction of his goals (Norris, 2008: 43-44), (b) Self-control is the individual's constant cognitive and behavioral self-control. This situation guides the individual's next attitudes and actions (Khan et al., 2015: 4), (c) Self-influence is the individual's process of influencing himself in terms of emotional and physiological states, imaginary experience, performance experience, vicarious experience, and verbal persuasion. (Proios et al., 2020: 531), (d) self-regulation is related to the regulation of the individual's cognitive structure and behaviors (Proios et al., 2020: 531), (e) intrinsic regulation is related to the necessity of completing the achievement of the individual in the internal process first and then transforming this feeling into action by reflecting it to the outside in order to achieve his goals. It can only be achieved by establishing an internal order (Afridi et al., 2021: 1).

Self-leadership is divided into three sub-dimensions. Behavior-focused strategies, which are the first of these dimensions, are related to the strategies created to stop the negative attitudes and behaviors of individuals that lead to their failure and to support and strengthen their positive behaviors (Pearce & Manz, 2011; D'Intino et al., 2007; as cited in Çetin, 2021: 151). Natural reward strategies are the internal rewarding of the individual by seeing and doing the positive aspects of the job or duty. Individual self-control is essential in this strategy. Mental motivation sources underlie this reward (Houghton & Neck, 2002: 673). Constructive thought pattern

strategies are related to the individual's ability to think constructively in the organization and in his natural life and to focus on the positive aspects of the job mentally. In this strategy, it is important for the individual to control his mental processes (Houghton & Neck, 2002: 674).

2.2. Organizational Learning

The concept of organizational learning, which is included in the field of organizational behavior, was first suggested by Argryris and Schon (1978) (Argryris & Schon, 1978: 78). Learning, which underlies this concept, includes acquiring, sharing, using knowledge and being successful through this knowledge (Gilaninia et al., 2013: 45; as cited in Demirel, 2021: 372). In other words, learning is the process of changing the value judgments, beliefs, attitudes, and behaviors of individuals through the knowledge obtained from organizational thoughts, practices, and experiences (Güney, 2020: 387). Organizational learning includes the change in organizational knowledge, making several additions to organizational knowledge, transforming organizational knowledge, or reducing the excess of this knowledge (Başol, 2005; Soft & Yıldız, 2011: 387; as cited in Ayyıldız, 2017: 103). Organizational learning is defined as the process or capacity within the organization that provides the opportunity to access and correct organizational memory, thus attaching importance to organizational activity. (Hussein et al., 2014; as cited in Ayyıldız, 2017: 103). This type of learning can be expressed as the continuity of change based on the organizational experience (Argote & Miron-Spektor, 2011; as cited in Bianchi et al., 2022: 104). Organizational learning is the learning process that occurs by means of social interactions created by groups and organizations. All organizations and their components adapt to changing environments by producing and assimilating organizational routines through organizational learning (Argyris, 1999; as cited in Demirel, 2021: 373).

A process has been formed within the scope of the organizational learning process to realize learning at the organizational level. This process is as follows (Huber, 1991; Dixon, 1992): (a) Knowledge Acquisition is related to the organization's internalization of information obtained from internal and external sources in several ways (Kalkan, 2004). (b) Knowledge Dissemination is the formal and informal sharing process of knowledge and information obtained from different sources (Kalkan, 2004). (c) Knowledge Interpretation is the process of giving meaning to knowledge through cognitive capacities and experiences. It is the process of giving meaning to knowedge, developing common understanding and conceptual plans, and translating events (Daft & Weick 1984; as cited in Alanoğlu, 2014). (d) Knowledge Storage and Re-evaluation is the stage of hiding the knowledge and re-evaluating it through organizational memory when required (Kalkan, 2004; as cited in Işık, 2017: 21).

Organizational learning consists of four sub-dimensions. Commitment to learning, the first of these dimensions, is related to the increase in the commitment of its employees as the organization attaches importance to learning and, as a result, adds value and cooperates with and motivates its employees (Sinkula, 1997: 318). In this case, it can be argued that the increase in organizational commitment occurs as a result of learning (Naktiyok & İşcan, 2014: 25; as cited in Durmaz & Doğan, 2019: 33). Shared vision is a dimension that is related to a common perspective on the future and the ability of employees to create value, thus pushing and motivating employees to find a common topic for learning (Senge, 2018: 28). Open-mindedness is related to the freedom of employees to express their opinions about the organization and its functioning (Sinkula et al., 1997: 318). Finally, intra-organizational knowledge sharing is related to the clear and rapid dissemination of knowledge to employees and necessary units (Arslantaş, 2006; as cited in Durmaz & Doğan, 2019: 33).

2.3. The Relationship between Self-Leadership and Organizational Learning

Leadership is a process of influencing. Leadership definitions are often based on influencing employees. However, it is difficult for an employee to influence others without being positively

guided and motivated. Accordingly, the self-leadership concept, which is included in modern leadership theories, becomes important at this point. There is no distinction between leader and employee in the self-leadership approach. The leader is the person himself (Pearce & Manz, 2011: 565). Basically, it is important for organizations to be in continuous interaction with knowledge and to make employees open to learning to continue their life course and get a better level in a rapidly changing world and an intensely competitive environment. In this direction, employees with high self-leadership will be aware of their shortcomings as they know themselves better and will place more importance on learning. This plays a significant role in the organizational learning levels and perceptions of the employees.

Self-leaders are people who have goals, can reward themselves, think about their own beliefs, ideas, and assumptions, can evaluate themselves with their good and bad aspects, have dreams and create a vision, motivate themselves, evaluate their successes and failures, work towards their goals, enjoy their work, follow their development, and find their personal way while doing their tasks. It requires individuals with a high level of self-leadership to be open to learning. In this direction, employee perceptions, such as understanding the importance of learning in organizations, establishing a common purpose, adopting vision and values, exchanging communication and experience between managers and employees, and being an organization where knowledge is shared in a process brought about by organizational learning, can be kept alive. Accordingly, organizational learning can be supported.

In an organization with self-leadership, increasing the organizational learning levels and perceptions of the employees can provide significant advantages for the organization. In this direction, employees' perceptions and thoughts about organizational learning can also increase, thanks to the high level of self-leadership skills of employees. Especially, the perception of organizational learning, defined as the process or capacity that provides the opportunity to access and correct organizational memory within the organization and thus attaches importance to organizational activity, can be supported, together with the self-influence of employees who have self-leadership behavior and by guiding and motivating them to perform an intended action, attitude, behavior or task (Manz, 1986: 586; Neck & Manz, 1999; Manz & Sims, 1991; as cited by Çetin, 2021: 146; Hussein et al., 2014; as cited by Ayyıldız, 2017: 103). In this direction, the dominance of self-leadership in the organization may be effective in the good use of knowledge in an organization. Organizational learning is actually about the motivation to work together. In this case, those having a good level of self-leadership can guide other individuals to be more productive (Usanmaz, 2022). In addition, when examining the literature, there is a different study about the effect of self-leadership on organizational learning. In this respect, Ergin (2014) stated in his study that self-leadership positively affects organizational learning.

3. METHODOLOGY

3.1. Purpose and Hypotheses of the Research

This study aimed to determine the effect of self-leadership on organizational learning in general aviation companies. It also tried to inferentially prove how self-leadership behaviors of employees will increase their organizational learning levels. Since there are few studies on this subject, the research findings are expected to contribute to the literature. The data used in the study were obtained from white-collar employees working in general aviation companies in Turkey.

In the study, several hypotheses were created to test the relationship and effect of self-leadership and organizational learning. The research hypotheses are listed below:

H1: There is a positive and significant relationship between self-leadership and organizational learning.
H2: The sub-dimensions of self-leadership positively and significantly affect the commitment to learning.
H3: The sub-dimensions of self-leadership positively and significantly affect the shared vision.
H4: The sub-dimensions of self-leadership positively and significantly affect open-mindedness.
H5: The sub-dimensions of self-leadership positively and significantly affect intra-organizational knowledge sharing.

3.2. Research Method

3.2.1. Data Collection Tools of the Research

Face-to-face data were collected using the survey technique in the study. The ethics review committee's approval was obtained with the decision of the Scientific Ethics Review Committee of the Faculty of Economics and Administrative Sciences, Selçuk University, dated 04.03.2023, and numbered 19/220. Questionnaires were applied with a purposive sampling method. Data from five questionnaires out of 316 questionnaires were considered invalid, and analyses were performed on 311 questionnaires. In the first part of the questionnaire, there are six questions about demographic characteristics. "Self-Leadership Scale" developed by Houghton and Neck (2002) and adapted into Turkish by Doğan and Şahin (2008b) was used in the second part of the questionnaire. "Organizational Learning Scale" developed by Calantone et al. (2002) and adapted into Turkish by Biçkes (2011) was used in the third part of the questionnaire. Data used in the study were also analyzed through SPSS 25 and Amos 24 programs.

3.2.2. Research Population and Sample

The research population consists of approximately 600 white-collar employees working in general aviation companies operating throughout Turkey. In the research, 311 white-collar employees in the organizations that can be accessed were included in the sample. This sample was obtained by the purposive sampling method. In the study, it is confirmed that the appropriateness of the sample size was confirmed by taking into account a 5% margin of error within the 95% confidence limit (Coşkun et al., 2019).

4. FINDINGS

4.1. Demographic Characteristic

This section focuses on the specific demographic characteristics of the participants and the results are shown in Table 1.

Table 1: Demographical Characteristics

	N	%		N	%
GENDER			MARITAL STATUS		
Male	246	79.10	Married	198	63.67
Female	65	20.90	Single	113	36.33
AGE			EDUCATIONAL STATUS		
18-24 years old	34	10.94	High School	40	12.87
25-30 years old	58	18.65	College	95	30.54
31-35 years old	91	29.26	Bachelor's Degree	158	50.80
36-40 years old	64	20.58	Master's Degree	14	4.50
41-45 years old	45	14.46	PhD.	4	1.29
46 years and above	19	6.11	TOTAL WORKING PERIOD		
WORKING PERIOD IN ORG.			Less than 1 year	25	8.04
Less than 1 year	27	8.68	1-5 years old	61	19.61
1-5 years old	59	18.98	6-10 years old	91	29.26

6-10 years old	88	28.30	11-15 years old	75	24.12
11-15 years old	81	26.04	16-20 years old	38	12.22
16-20 years old	31	9.97	21 years and above	21	6.75
21 years and above	25	8.03			

According to Table 1, 20.90% (65) of the participants were female, and 79.10% (246) were male. 63.67% (198) of the participants were married and 36.33% (113) were single. 10.94% (34) of the participants were between 18 and 24 years old, 18.65% (58) were between 25 and 30 years old, 29.26% (91) were between 31 and 35 years old, 20.58% (64) were between 36 and 40 years old, 14.46% (45) were between 41 and 45 years old and 6.11% (19) were 46 years or above. 12.87% (40) of the participants were high school graduates, 30.54% (95) were associate graduates, 50.80% (158) were bachelors, 4.50% (14) were Master's graduates and 1.29% (4) were Ph.D. graduates. Participants have been working in the same organization as follows: 8.68% (27) less than one year, 18.98% (59) between 1 and 5 years, 28.30% (88) between 6 and 10 years, 26.04% (81) between 11 and 15 years, 9.97% (31) between 16 and 20 years, and 8.03% (25) 21 years and above. The total employment period of the participants is as follows: 8.04% (25) less than one year, 19.61% (61) between 1 and 5 years, 29.26% (91) between 6 and 10 years, 24.12% (75) between 11 and 15 years, 12.22% (38) between 16 and 20 years, and 6.75% (21) 21 years and above.

4.2. Validity Analysis

In the study, exploratory (EFA) and confirmatory (CFA) factor analyses were used for the validity analysis of the variables. First of all, the varimax rotation method and principal components method were applied within the scope of exploratory factor analysis. Then, confirmatory factor analysis was performed with the maximum likelihood technique. In addition, the goodness of fit values was analyzed to verify the factor structure (Albright & Park, 2009). First, confirmatory factor analysis values were tested because the SL25 item, included in the self-leadership scale as a result of exploratory factor analysis, had a factor loading of less than 0.30 and was loaded on more than one factor (Pallant, 2020: 201). As a result of the confirmatory factor analysis, it was concluded that the standard regression coefficient values of the SL25 item were low and decreased the goodness of fit values (Gürbüz, 2019: 34). The validity analysis of the variables is shown in Table 2.

Table 2: The Validity Analysis for Variables

Scales	Factors	Factor Loading	Eigenvalue	Factor Explained (%)
Self-Leadership	Behavior-Focused St.	.443-.681	1.648	18.824
	Natural Reward St.	.362-.589	1.547	14.847
	Const. Tht. Pattern St.	.419-.616	2.041	16.743
Organizational Learning	Com. to Learning	.416-.714	1.795	16.741
	Shared Vision	.411-.689	1.926	12.858
	Open-Mindedness	.398-.702	1.853	12.653
	Int. Kowledge Sharing	.385-.684	1.749	12.350
Self-Leadership (Ex. Tot. Var.= %50.426; p=0.000; KMO = 0.728; Bartlet's Sph.χ2= 294.157) Organizational Learning (Ex. Tot. Var.= %54.711; p=0.000; KMO = 0.817;				

Bartlett's Sph.χ2=277.947)

According to Table 2, the factors of the self-leadership scale have a loading distribution between 0.362 and 0.681, while the factors of the organizational learning scale have a loading distribution between 0.385 and 0.714. Factor loadings of 0.30 and above are acceptable for scales (Şencan, 2005). The KMO value for self-leadership is 0.728, and the Bartlett test is at (p=.000<.05) level, and the KMO value for organizational learning is 0.817, and the Bartlett test is at (p=.000<.05) level and significant (Büyüköztürk, 2002: 481). The self-leadership eigenvalue is also grouped under three dimensions with an eigenvalue greater than one and four dimensions with an organizational learning eigenvalue greater than one (Büyüköztürk, 2002: 479). In addition to this, the total variance explained was 50.426% for self-leadership and 54.711% for organizational learning. It is a significant criterion of factor analysis since the total variance explained exceeds 0.50 (Yaşlıoğlu, 2017: 77). Finally, confirmatory factor analysis was used to reanalyze the validity of the factor structure related to self-leadership and organizational learning (Yaşlıoğlu, 2017: 78). Accordingly, it was found that SL30-SL31 items in self-leadership fit indices increased the Chi-square value too much. In this context, correction ways for modification were created between some items in the direction of the modification indices to achieve a good model fit. It was observed that the factor loadings of items related to self-leadership varied between 0.54 and 0.79. In addition, it was observed that the factor loadings of the items related to organizational learning varied between 0.51 and 0.82. Factor loading values greater than 0.40 are acceptable (Yaşlıoğlu, 2017: 78). Table 3 shows the goodness of fit values related to self-leadership and organizational learning.

Table 3: Goodness of Fit Values for Variables

Scales	**$\Delta X^2/df$**	**GFI**	**CFI**	**NFI**	**RMSEA**
Self-Leadership	3.539	0.865	0.937	0.927	0.071
Organizational Learning	3.295	0.921	0.873	0.886	0.077
Good Fit	$0 \leq \Delta X^2/df \leq 3$	$0.90 \leq GFI \leq 1.00$	$0.90 \leq CFI \leq 1.00$	$0.95 \leq NFI \leq 1.00$	$0 < RMSEA < 0.05$
Acceptable Fit	$3 < \Delta X^2/df \leq 5$	$0.80 \leq GFI < 0.90$	$0.85 \leq CFI \leq 0.90$	$0.80 \leq NFI < 0.95$	$0.05 < RMSEA < 0.08$

Resource: Schumacker & Lomax, 2004: 74.

Table 3 shows that the goodness-of-fit values related to self-leadership were acceptable for $\Delta X^2/df$ (3.539), GFI (.865), NFI (.927), and RMSEA (.071) and had a good fit for the CFI (937). It was found that the goodness of fit values related to organizational learning was acceptable for $\Delta X^2/df$ (3.295), CFI (.873), NFI (.886), and RMSEA (.077), and had a good fit for GFI (.921). Accordingly, it is seen that the values of all variables are within the acceptable range of fit (Joreskog, 1996: 310; Byrne, 2016: 239).

Cronbach's Alpha values were used to measure the reliability of the variables. CR (Composite Reliability) and AVE (Average Variance Extracted) values, which measure the divergence and convergence validity of the model, were calculated as a result of confirmatory factor analysis. Table 1 shows Cronbach's Alpha, CR, and AVE values for self-leadership and organizational learning.

Table 4: Reliability and CR and AVE Values of Variables

Scales	**Factors**	**Cronbach's Alpha**	**CR**	**AVE**
Self-Leadership	Behavior-Focused St.	.714	.716	.614

	Natural Reward St.	.733	.725	.547
	Const. Tht. Pattern St.	.826	.807	.554
Organizational Learning	Com. to Learning	.715	.698	.685
	Shared Vision	.718	.689	.545
	Open-Mindedness	.813	.811	.603
	Int. Kowledge Sharing	.712	.704	.633

According to Table 4, the highest Cronbach's Alpha value for self-leadership is 0.826. This value for organizational learning is 0.813. In cases where Cronbach's Alpha value is 0.70 and above, the scale is considered to be reliable (Şencan, 2005). While the highest CR value for self-leadership is 0.807, this value is 0.811 for organizational learning. The highest AVE value for self-leadership is 0.614, while it is 0.685 for organizational learning. A CR value above 0.60 and an AVE value above 0.50 is an acceptable level (Fornell & Larcker, 1981:46). It can also be mentioned that CR>AVE values for all dimensions, hence the existence of convergent validity of the dimensions (Byrne, 2016).

4.3. Descriptive Statistics and Correlation Analysis

In this part, descriptive statistics were created, and correlation analysis was performed to reveal the relationship between self-leadership and organizational learning (Durmuş et al., 2018: 143). Descriptive statistics and correlation analysis related to the variables are presented in Table 5.

Table 5: Descriptive Statistics and Correlation Analysis

	Mean	**S.D.**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
1. Emp. Leadership (G)	6.23	.685	1.000								
2. Behavior-Focused St.	5.87	.646	.518**	1.000							
3. Natural Reward St.	5.99	.647	.532**	.386**	1.000						
4. Const. Tht. Pattern St.	6.12	.646	.543*	.434**	.245**	1.000					
5. Organizational Learning (G)	6.19	.463	.474**	.432**	.414*	.412**	1.000				
6. Com. to Learning	6.26	.523	.346**	.538**	.547**	.154	.532**	1.000			
7. Shared Vision	6.24	.574	.438**	.146	.453**	.388**	.425**	.373**	1.000		
8. Open-Mindedness	6.25	.536	.362**	.459**	.131	.433**	.354**	.449**	.428*	1.000	
9. Int. Kowledge Sharing	6.28	.643	.352**	.367**	.462**	.352**	.387**	.431**	.342**	.455*	1.000
* p< .05 **p< .01 Self-Leadership and its Sub Dimensions (Min.-Max.): Skewness= -.536; -.612 ; Kurtosis= .532; .635 Organizational Learning and its Sub Dimensions (Min.-Max.): Skewness= -.468; -.525; Kurtosis= .526; .638											

In Table 5, the mean of intra-organizational knowledge sharing (6.28), commitment to learning (6.26), and shared vision (6.24) is the highest. In addition, skewness values range between -.536 and -.612 for self-leadership and sub-dimensions and are skewed to the left. In addition, kurtosis values ranged between +.532 and +.635 for self-leadership and sub-dimensions. Skewness values range between -.468 and -.525 for organizational learning and its sub-dimensions and are skewed to the left. Kurtosis values also range between +.526 and +.638 for

organizational learning and its sub-dimensions. Accordingly, when the skewness and kurtosis values of the variables were examined, it was found that all values ranged between -1.5 and +1.5 (Awang, 2015).

According to Table 5, it is seen that there is a positive, significant, and moderate relationship between self-leadership and organizational learning (r=.474; p<.05) in the correlation analysis. In this case, the H1 hypothesis was accepted. In addition, it is seen that there is a positive, significant and moderate relationship between behavior-focused strategies and commitment to learning (r=.538; p<.05). It is seen that there is a positive, significant and moderate relationship between behavior-focused strategies and open-mindedness (r=.459; p<.05). It is seen that there is a positive, significant and moderate relationship between behavior-focused strategies and intra-organizational knowledge sharing (r=.367; p<.05). In addition, it is seen that there is a positive, significant and moderate relationship between natural reward strategies and commitment to learning (r=.547; p<.05). It is seen that there is a positive, significant and moderate relationship between natural reward strategies and shared vision (r=.453; p<.01). In addition, it is seen that there is a positive, significant and moderate relationship between natural reward strategies and intra-organizational knowledge sharing (r=.462; p<.05). It is seen that there is a positive, significant and moderate relationship between constructive thought pattern strategies and shared vision (r=.388; p<.05). It is seen that there is a positive, significant and moderate relationship between constructive thought pattern strategies and open-mindedness (r=.433; p<.05). Finally, it is seen that there is a positive, significant and moderate relationship between constructive thought pattern strategies and intra-organizational knowledge sharing (r=.352; p<.01). In this case, the highest correlation value was found between natural reward strategies and commitment to learning (r=.547; p<.05).

4.4. Regression Analysis of Variables

In this section, the effect of self-leadership on organizational learning will be examined by regression analysis (Durmuş et al., 2018: 154). The regression analysis values are presented in Table 6.

Table 6: Regression Analysis of Variables

Model	Dependent Variable	Independent Variable	ß	T	P	F	Sig.	R	R^2	Adj. R^2
1	Com. to Learning	*Const.*	3.629	5.352	.000	48.547	.000	.624	.578	.517
		Behavior-Focused St.	.184	2.468	.002					
		Natural Reward St.	.225	2.562	.001					
		Const. Tht. Pattern St.	.044	.546	.422					
2	Shared Vision	*Independent Variable*				45.965	.000	.532	.487	.464
		Const.	3.262	4.574	.000					
		Behavior-Focused St.	.152	.453	.436					
		Natural Reward St.	.357	1.659	.002					
		Const. Tht. Pattern St.	.435	2.584	.000					
3	Open-Mindedness	*Independent Variable*				43.862	.000	.518	.493	.475
		Const.	3.434	3.843	.000					
		Behavior-Focused St.	.248	1.647	.002					
		Natural Reward St.	.032	.475	.369					

		Const. Tht. Pattern St.	.253	2.869	.000					
4	Int. Kowledge Sharing	*Independent Variable*				51.244	.000	.604	.534	.522
		Const.	4.538	3.039	.000					
		Behavior-Focused St.	.194	2.571	.002					
		Natural Reward St.	.183	2.646	.001					
		Const. Tht. Pattern St	.259	1.702	.001					

According to Table 6, behavior-focused strategies (ß= .184, p= .002) and natural reward strategies (ß= .225, p= .001) have a significant and positive effect on commitment to learning. Self-leadership sub-dimensions explain 51.7% of the commitment to learning. In addition, F= 48.547 and sig= .000 indicate that the relationship between the variables is significant. In this case, hypothesis H2 was partially accepted. Natural reward strategies (ß= .357, p= .002) and constructive thought pattern strategies (ß= .435, p= .000) have a significant and positive effect on the shared vision. Self-leadership sub-dimensions explain 46.4% of the shared vision. In addition, F= 45.965 and sig= .000 indicate that the relationship between the variables is significant. In this case, hypothesis H3 was partially accepted. Behavior-focused strategies (ß= .248, p= .002) and constructive thought pattern strategies (ß= .253, p= .000) have a significant and positive effect on open-mindedness. Self-leadership sub-dimensions explain 47.5% of open-mindedness. In addition, F= 43,862 and sig= .000 indicate that the relationship between the variables is significant. In this case, hypothesis H4 was partially accepted. Behavior-focused strategies (ß= .194, p= .002), natural reward strategies (ß= .183, p= .001), and constructive thought pattern strategies (ß= .259, p= .001) have a significant and positive effect on intra-organizational knowledge-sharing. Self-leadership sub-dimensions explain 52.2% of intra-organizational knowledge sharing. In addition, F= 51,244 and sig= .000 indicate that the relationship between the variables is significant. In this case, hypothesis H5 was accepted.

5. CONCLUSION AND RECOMMENDATIONS

Faster, more flexible, and more responsive employee and organizational behaviors have emerged in the business environment as a necessity of the modern age due to the continuous change in environmental conditions. This has led to the emergence of different leadership styles. Self-leadership, which is one of them, is to enable the self-leadership behavior that exists in every person to emerge (Manz & Sims, 1989: 3; Manz & Sims, 1991: 18; as cited in Doğan Şahin, 2008b: 140). Organizational learning perceptions, which play a role in the learning potential of employees, may increase positively with the emergence of this leadership behavior. First of all, a positive and significant relationship was found between self-leadership and organizational learning regarding the hypotheses analyzed in the study. It was also found that self-leadership had a positive and significant partial effect on organizational learning. This may be because employees focus on self-development and attach importance to learning within the organization when they act to be successful and guide themselves. Behavior-focused strategies, one of the sub-dimensions, have a significant and positive effect on the commitment to learning. This may be because the employee is more open to learning and thinks that the organization attaches importance to learning as a result of having goals and evaluating himself in this direction while doing his duty well or poorly. Natural reward strategies have a significant and positive effect on commitment to learning. This may be because the employee enjoys his job, feels that the workplace attaches importance to learning, and tries to improve his job more. Natural reward strategies have a significant and positive effect on the shared vision. This may be because the employee focusing on the enjoyable part of his job and uniquely performing his

duties will lead him to love his job, and he will endeavor to achieve the goals of the organization in this direction. Constructive thought pattern strategies have a significant and positive effect on the shared vision. This may be because the organization will display constructive thought and endeavor to achieve its goals, as a result of having constructive thoughts against positive or negative situations and getting strength from himself. Behavior-focused strategies have a significant and positive effect on open-mindedness. This may be because the employee has goals and has a belief about his or her performance, causing him to question decisions and actions. Constructive thought pattern strategies have a significant and positive effect on open-mindedness. This may be related to the employee's constructive thoughts against various events and situations that cause him to question his decisions and actions. Behavior-focused strategies have a significant and positive effect on intra-organizational knowledge sharing. This may result in the employee's desire to share his knowledge and experience with other employees as a result of having goals in the organization and having a belief about his performance. Natural reward strategies have a significant and positive effect on intra-organizational knowledge sharing. This may be due to the desire to share knowledge, experience, and thoughts with the employees of the organization as a result of focusing on the enjoyable part of his job and uniquely fulfilling his duty. Constructive thought pattern strategies have a significant and positive effect on intra-organizational knowledge sharing. This may be because the employee has goals and evaluates himself in this direction while doing his duty well or poorly, and this creates the desire to share his personal experience, knowledge, and thoughts with the employees of the organization.

The study on the effect of self-leadership on organizational learning in the literature is as follows. In this context, in the study titled "*In terms of quality and efficiency the effect of self-leadership on competencies of academics and organizational learning capacities of universities at higher education system in Turkey"* conducted by Ergin (2014) with 365 faculty members working at foundation universities, it was found that self-leadership positively affects organizational learning. It was also found that various sub-dimensions of self-leadership have a significant effect on organizational learning. In this context, partially similar results emerged with this study.

Although many studies have been done on the concept of self-leadership, the existence of few studies that determine the effect of the concept on organizational learning makes this research important in terms of contributing to the literature. In addition, another important aspect of the research is to perform a study on the employees of general aviation organizations in the service sector. Another significance of the study is that the results regarding the effect of self-leadership on the perception of organizational learning may be useful for general aviation companies that have never been studied. However, it can be said that there are some limitations due to reasons such as time and cost limitations, and the answers are based on the personal perceptions of the employees since the study was carried out only at accessible aviation companies. As result of the research, it is a contributing factor to find out how self-leadership affects employees' thoughts and perceptions about organizational learning. Accordingly, significant findings were found for organizations within the framework of the results of the study. This can help organizations improve their relationships with their employees. From a different viewpoint, the high self-leadership behavior of the employees of the organization may cause them to have a positive view of organizational learning. In this case, employees who attach importance to their feelings and thoughts and try to do their jobs with better performance will be open to learning and care about the organizational learning level in the organization. Employees' thinking that there is a positive organizational learning level in the organization may lead them to make more efforts for the organization. In this case, it may be effective in increasing the efficiency and performance of the organization. Accordingly, this research is expected to be beneficial to

organizational managers, researchers, and the business environment. Also, the research has only been applied to the aviation sector. Therefore, it can be suggested that future studies on the subject should be carried out in other sectors and that different sectors should be compared in this matter. The effect of different types of leadership on organizational learning can also be found in future studies.

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Covid-19 Pandemisinin Küresel Ekonomiye Etkileri

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ÖZET

Covid - 19 salgını iki bin on dokuz yılında ortaya çıkmış ve tüm küresel çabalara rağmen kısa sürede tüm dünyayı etkisi altına almıştır. Sadece sosyal anlamda değil ekonomik anlamda da küresel düzeyde etkilerini göstermiştir. Salgınla birlikte hem kültürel hem de ekonomik anlamda yeni bir dünya düzeni tanımlanmış, geri dönülemez şekilde bir yeni normal kavramı ortaya çıkmıştır. Bu süreçte de küresel ekonomideki dengeler de sarsılmış ve yeniden tanımlanmıştır. Bu çalışmada amaç Covid-19 salgınının küresel ekonomiye olan etkilerini ortaya koymaktır. Bu nedenle krizin büyüme, istihdam, ve dış ticaret üzerine etkileri incelenmiştir. Bunlara ek olarak krizin dünya nüfusunun yüzde doksanının barındıran küresel harcanabilir bütçenin yarısına sahip, az gelişmiş ve gelişmekte olan ülkelere etkileri ayrı bir başlık altında incelenmiştir. Covid-19 salgını küresel ekonomiyi ciddi anlamda etkilemiş ve ülkelerin büyüme, dış ticaret, istihdam üzerine ciddi negatif etkileri olduğunu söyleyebiliriz.

Anahtar Kelimeler: Covid-19, Pandemi, Küresel Ekonomi

Effects of the Covid-19 Pandemic on the Global Economy

ABSTRACT

The Covid - 19 epidemic emerged in two thousand and nineteen, and despite all global efforts, it affected the whole world in a short time. It has shown its effects not only in the social sense but also in the economic sense at the global level. With the epidemic, a new world order has been defined, both culturally and economically, and a new normal concept has emerged irreversibly. In this process, the balances in the global economy were shaken and redefined. The aim of this study is to reveal the effects of the Covid-19 epidemic on the global economy. For this reason, the effects of the crisis on growth, employment and foreign trade were examined. In addition, the effects of the crisis on underdeveloped and developing countries, which have half of the global disposable budget, which is home to ninety percent of the world's population, are examined under a separate heading. The Covid-19 epidemic has seriously affected the global economy and we can say that countries have serious negative effects on growth, foreign trade and employment.
Keywords: Covid-19, Pandemic, Global Economy

GİRİŞ

2019 yılının sonunda Çin Halk Cumhuriyeti'nin Wuhan eyaletinde resmi olarak kabul edilen, kaynağı ve yapısı bilinmeyen akut solunum yolu hastalığı şeklinde tanımlanan bir hastalık ortaya çıkmıştır. 30 Ocak 2020'de Dünya Sağlık Örgütü tarafından uluslararası öneme sahip halk sağlığı tehdidi olarak tanımlanmıştır. 11 Şubat 2020'de resmi olarak önce COVİD-19 ve daha sonra SARS-CoV2 olarak adlandırılan virüsün, 11 Mart 2020'de 114 ülkede bulaşı teyit edilmiş ve Dünya Sağlık Örgütü tarafından küresel bir salgın olarak adlandırılmıştır (Dünya sağlık Örgütü 2020 Covid-19 Raporu).

05.05.2023 tarihinde Dünya Sağlık Örgütü Covid-19 küresel acil durumunun sona erdiğini ilan etse de, günümüzde halen etkileri süren Covid-19 salgını, küresel ölçekte sosyal ve ekonomik hayatı derinden etkileyerek toplum üzerinde geri dönülemez etkiler yaratmıştır. Hükümetlerin uyguladığı sınır kapılarını bireysel ve ticari olarak kapatma uygulamaları, sokağa çıkma yasakları, sosyal mesafe kuralları, maske kullanım zorunlulukları gibi uygulamaklar hem bireylerin hem de işletmelerin uyum sağlamasını gerektiren yeni bir normal yaratmıştır.

Küresel bir kriz olarak Covid-19, küresel ekonomiyi derinden etkilemiştir. Salgın dönemi ve sonrasında yaşanan istihdam piyasasındaki hareketlilik, ürün ve hizmetlere dair taleplerin düşmesi, müşteri taleplerinde değişikliklerin yaşanması, ithalat ve ihracat kanallarının tıkanması nedeniyle küresel çapta büyümenin ve gelirlerin azalması, küresel işsizlik dalgasının yaşanması, sanayinin yavaşlaması nedeniyle üretim emtiaları ihtiyacının azalarak fiyatının düşmesi ve daha sonrasında ise üretim kıtlığı nedeniyle emtia fiyatlarında yaşanan hızlı yükselme gibi etkiler küresel çapta ekonomik şokların yaşanmasına neden olmuştur.

Bu çalışmanın amacı, Covid-19'un küresel ekonomi üzerindeki etkilerini büyüme, işsizlik, dış ticaret ve küresel tüketimin yarısına küresel nüfusun ise yüzde doksanına ev sahipliği yapan az gelişmiş ve gelişmekte olan ülkelere etkileri bağlamında değerlendirmektir. Covid-19 salgını gerek ekonomik etkileri ile gerekse sosyal alandaki etkileri ile küresel anlamda bir krize ve durgunluğa neden olmuştur. Bu krizden ve durgunluktan her ülke ayın derece etkilenmediği gibi çıkış yolu ve süreci de aynı değildir.

1. Ekonomik Kriz ve Durgunluk Kavramları ve Kapsamı

Ekonomik krizler; krizlerin baş gösterdiği sektörlere göre ikiye ayrılabilir. Bunların ilki mal ve hizmet üretim piyasalarında ortaya çıkan krizlerdir ve bu krizlerin ilk etkileri işgücü piyasalarında kendini gösterir. Reel sektör krizleri olarak adlandırılan bu krizler enflasyon ve durgunluk krizleri olarak değerlendirilebilirler. İkinci grup krizler ise finans sektöründe gerçekleşen krizler olup bankacılık, borsa veya döviz krizi olarak gruplara ayrılabilirler. Finansal krizlerin sonuçlarını ödemeler dengesinin ve fiyat istikrarının bozulmasıdır. Eğilmez (2014) krizlerin kaynağının reel sektör ya da finans sektörü olmasından bağımsız olarak diğer sektörlerde de kriz başlattığını belirtmektedir.

Enflasyon piyasanın denge halinde uzaklaşarak talebin arzdan daha hızlı bir şekilde artarak ürün veya hizmet fiyatlarının reel olarak yükselmesi olarak ifade edilebilir. Berberoğlu (1994: 213) ise klasik iktisat bakış açısıyla enflasyonu; dolaşımda yer alan varlıkların ilgili ekonomik ihtiyaçlardan daha hızlı şekilde artarak, varlık kıymetlerinin değer kaybetmesi ve sonuç olarak da ürün veya hizmet değerlerinin artması olarak ifade eder. Enflasyon talep tarafındaki oynaklık sebebiyle olabileceği gibi maliyet unsurlarındaki oynaklıklardan da kaynaklanabilir. Talep kaynaklı enflasyon artan talebin üretim kapasitesi ile karşılanamamasından dolayı yaşanan fiyat artışı olarak ifade edilirken, maliyet kaynaklı enflasyon hammadde veya işgücü maliyetleri gibi girdi maliyetlerin yükselmesi ve ya emeğe ait marjinal verimliliğin düşmesi gibi sebeplerden kaynaklanan fiyat artışlarıdır.

Mal, hizmet, işgücü, hammadde gibi kaynaklara yönelik talebin azalması durgunluk olarak ifade edilir. Talebin azalması ekonomik faaliyet hızını düşmesine bu da ekonomik daralmaya neden olur. İktisadi tanımla durgunluk; GSMH en az iki çeyrek boyunca büyümemesi olarak ifade edilir. Durgunluk; işsizlikte artış, kazanç ve gelirlerde azalma olarak kendini gösterir.
Enflasyon ve durgunluğun aynı zaman diliminde yaşanması da stagflasyon olarak tanımlanır. Stagflasyon dönemleri ürün ve hizmet fiyatlarının yükselmesine rağmen, üretim faktörlerinin kullanımının kapasitelerinin altında olduğu, dolaşımda olan mal ve hizmetler bütününün artmadığı ve ekonomik büyümenin sürdürülemediği dönemlerdir. Covid-19 salgını ile dünya hem krizi hem de durgunluğu yaşamıştır.

2. Ekonomik Kriz ve Covid-19 Pandemisi

İlk defa İngiliz İktisatçı Foter (1833) tarafından ortaya atılan küreselleşme kavramı; mal, hizmet veya sermayenin sınırlar arasında karşılıklılık ilkesine dayalı bir şekilde yer değiştirmesi ile ulusal ekonomilerin dünya piyasalarına dahil olma süreci olarak tanımlanabilir (Kıvılcım 2013). Artan hareketlilik küreselleşmenin ayrılmaz bir parçasıdır. Lakin küreselleşmeyi salt ekonomik bir kavram olarak görmek, küreselleşmenin kültürel, politik ve sosyal yönlerini değerlendirmemek, Covid-19 salgınının hareket ve etki mekanizmalarını anlamada yetersiz kalmaya neden olacaktır.
Dünya Sağlık Örgütü (2020) raporunda da belirtildiği üzere bir hastalığı salgın olarak tanımlamak için üç kıstas temel aldığını belirtmektedir. Bunlar;

- Tanımlanan virüsün dünya üzerinde farklı ülkelerde veya kıtalarda görülerek geniş alanlara yayılması,
- İnsanlar üzerinde yüksek bulaşıcılık seviyesine sahip olması ve
- Yaşamsal anlamda risk yaratmasıdır.

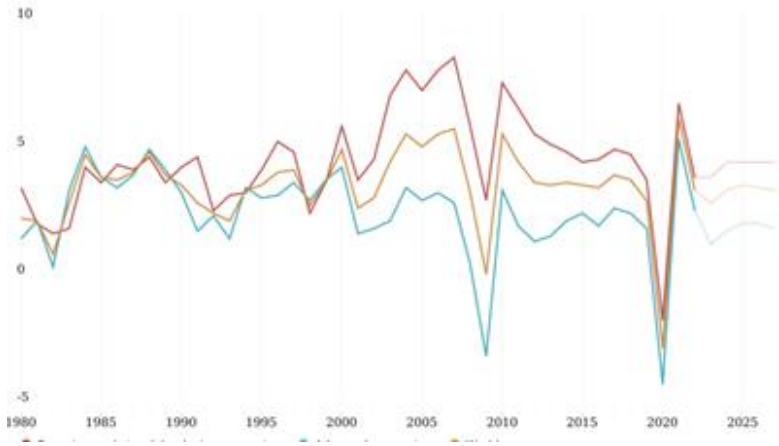
Bu bağlamda salgın ve küreselleşme kavramlarının etkileşimini göz önünde bulundurmak, ekonomik krizi ve etkilerini de anlamakta yararlı olacaktır.
1929 Büyük Buhranı Amerika Birleşik Devletleri'nde menkul kıymetler piyasasının aşırı değer kaybetmesi ile başlayarak, işsizlik rakamlarının yükselmesine sebep olurken para piyasalarındaki dengesizlik küresel çapta ithalat ihracat dengesini bozarak tüm dünyaya yayılmış küresel bir cari açık krizi yaratmıştır. 1973 Petrol Krizi Arap-İsrail savaşı neticesinde petrol ihracatına konulan ambargo, emtia fiyatlarının sert bir şekilde dalgalanmasına ve küresel ekonomik istikrarsızlığa neden olmuştur. 2008 küresel kriz ise yine Amerika Birleşik Devletleri'nde emlak piyasasında sert dalgalanmalar ve yükselen varlık balonlarının normalleşmesi ile başlayarak küresel bir batık kredi krizini tetiklemiştir. Görülmektedir ki çıkış nedenleri farklı olsa da, krizler benzer mekanizmalar ile benzer etkiler göstermiş ekonomilerin istikrarlı bir şekilde işleyişini engellemiştir.
Covid-19 salgın krizi temelde halk sağlığı krizi olarak ortaya çıksa da ekonomik aktivitelerde şoklara neden olarak bir ekonomik krizi de tetiklemiştir. Canuto (2020b) salgının, hem talepte hem de arzda aşırı dalgalanmalar yaratarak ekonomik istikrarı etkilediğini belirtmektedir. Yazar ayrıca, talebi artan ürünlerde arz sıkıntısı yaşanırken, talep edilmeyen ürünlerde arz fazlası yaşandığını, bunun ekonomik dengesizlik yarattığını, finansal gücü olmasına rağmen nakit dengesinde yaşanan sıkışıklıklar nedeniyle işletmelerin zarar görebileceğini, artan işsizlik ve azalan talep karşısında ticari olarak yok olma tehlikesi yaşayan küçük işletmelerin ekonomiyi durgunluğa sürükleyeceğini belirtmektedir.
Bu risklere karşılık ülkeler ise ekonomik istikrarı sağlamak için mali politika araçlarını kullanmış bu da kısa vadede ekonomik bir rahatlama yaratmış olsa da, uzun vadede ekonomik istikrarın tekrar dengelenmesi için sıkı mali politika araçlarının kullanımının gerekliliğini kaçınılmaz kılmıştır. Eryüzlü (2020)'de benzer bir şekilde salgın zamanında uygulanan para

politikalarının salgın sonrası için talebi azdırırken, arzın yeteri kadar artamayacağını, dolayısıyla da bunun da enflasyon olarak ortaya çıkacağını belirtmiştir. Hoekstra ve Leeflang (2020), azalan tüketici güveni, düşük gelirler, tüketici kredilerinin temerrüde düşme riski ve düşen hisse fiyatları nedeniyle azalan finansal olanakların sonucunda, tüketimde düşüşün yanı sıra, ürün kategorileri arasında kaymalar yaşanacağını belirtmektedir. Eroğlu (2020) ise, salgın sonrası işsizlik ve yoksulluğun artmış olacağını belirtmektedir. Benzer şekilde Pat vd. (2020)'de salgın sonrası gelir eşitsizliğini artacağını belirtirken, artacak işsizliğe de vurgu yapmıştır. Torun (2020), salgın nedeniyle ülke ekonomilerinin daralmalarının kaçınılmaz olduğunu ve mali önlemler olmadan ekonomilerinin toparlanmalarının mümkün olmadığını belirtmektedir.

Dünya krizlerinin başlangıç noktaları farklı olsa da krizlerin gelişme sürecinde yaşananlar ve yarattığı sonuçlar anlamında benzerlikler sergilediği göz önüne alınırsa Covid-19 salgınının mali etkilerinin de toplam harcamalarda azalma, tüketim alışkanlıklarında değişim, tasarruf oranlarında artış, işsizlik oranında artış ve bunların neticesinde ülke ekonomilerinde durgunluk ve artan yoksulluk olacağı söylenebilir.

2.1 Covid-19'un Ekonomik Büyümeye Etkisi

Küreselleşmenin hem ekonomik hem de sağlıksal rahatsızlıkların uluslararası bulaşıcılığını attırdığı aşikârdır (Eğilmez 2014). Covid-19 krizinde de ülkeler makro ve mikro koruyucu önlemler almış, sınır kapılarını hızla kapatmış olsalar da bulaş hızını ve etkisini yavaşlatmaları mümkün olmamıştır. Şekil 1'de de görüldüğü üzere dünya Covid-19 krizine, 2008 krizinin etkilerini daha atlatamamışken yakalanmıştır. Dünya büyüme oranı Covid-19 krizinin başlaması ile %2,8'den hızla -%3 gerilemiş, aşıların uygulanmaya başlamasına paralel olarak kontrollü serbestleşmenin yürürlüğe konması ile de toparlanarak %6'ya kadar yükselmiştir. Gelişmiş ekonomiler ise Covid-19 öncesi %1,7 olan büyüme hızı, Covid-19 krizi ile -%4,5'a kadar düşse de aşılanmanın artması ile %5,2'ye kadar çıkmıştır. Benzer şekilde gelişmekte olan ülkeler için de %3,6 olan büyüme oranı krizle birlikte -%1,9'a kadar gerilemiş, daha sonraki yıl ise %6,6'ya kadar yükselmiştir (Imf Datamapper 2022).



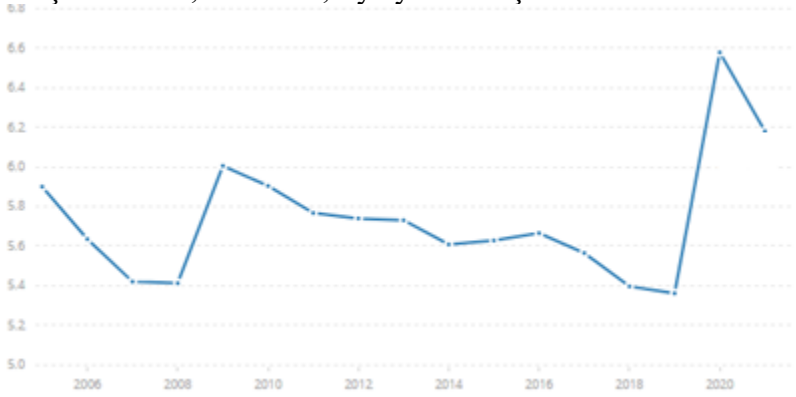
Şekil 1: Ekonomik Gelişmiş Düzeyine Göre Büyüme Oranları.
Kırmızı: gelişmekte olan ülkeler. Mavi: gelişmiş ülkeler. Turuncu: dünya ortalaması
Kaynak: IMF Datamapper, 2022.

Gelişmiş ekonomilerin, gelişmekte olan ekonomilerden daha fazla etkilendiği ve ekonomik toparlanma aşamasında da gelişmekte olan ülkelerin daha yüksek bir performans sergilediği şekil 1 de de görülmektedir. Ünüvar ve Aktaş (2022), bu ayrışmayla ilgili olarak gelişmiş ülkelerde kapanma oranlarının %70'leri, işyerlerinin kapalı kalma süresinin ise

%94'leri bulmasına rağmen gelişmekte olan ülkelerde daha az katı kapanma önlemleri alınmasına bağlar. Bu verilerden hareketle gelişmiş ve gelişmemiş ülkeler arasında işsizlik ve mal ihracat\ithalat oranlarında paralel bir farklılık görülmesi beklenebilir.

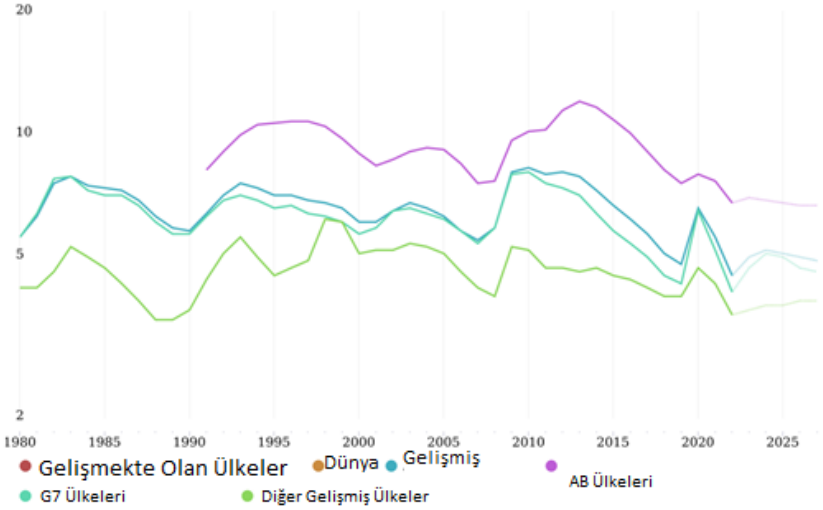
2.2 Covid-19'un İstidam Üzerine Etkisi

Hem gelişmiş hem de gelişmekte olan ülkelerde yaşanan ekonomik daralma işgücü piyasasını da olumsuz şekilde etkilemiştir. ILO'nun Dünya İşsizlik Raporunda (Dünya Çalışma Örgütü 2022) yer alan şekil-2 incelendiğinde Covid-19 krizinin tetiklediği keskin işsizlik artışının 2008 krizi ile karşılaştırıldığı taktirde ne kadar yüksek olduğu görülmektedir. 2008 krizinde küresel ölçekte büyüme %5,6 dan sıfıra gerilerken işsizlik oranları %5,4'den % 6'ya yükselmiştir. Fakat Covid-19 krizinde ise büyüme oranları %2,8'den %-3'e gerilerken işsizlik oranı ise keskin bir şekilde %5,4'den %6,6'ya yükselmiştir.



Şekil 2: Dünya Çalışma Örgütü Küresel İşsizlik Verileri
Kaynak: Dünya Çalışma Örgütü, 2022.

Şekil 3'de yer alan grafikte ise, Covid-19 salgının işsizlik konusunda en fazla G7 ülkelerini (Almanya, Amerika Birleşik Devletleri, Birleşik Krallık, İtalya, Fransa, Japonya ve Kanada) etkilediği (%4,3'den %6,5'a) görülmektedir. Daha sonra gelişmiş ülkeler (%4,8'den %6,6'ya) etkilenirken, gelişmekte olan ülkelerin etkilenme oranlarının ise daha düşük olduğu görülmektedir.



Şekil 3: Gelişmişlik Düzeyine Göre Ekonomilerin Covid-19 Salgınından İşsizlik Bağlamında Etkilenme Oranları.
Kaynak: IMF Datamapper, 2022.

2.3 Covid-19'un Dış Ticaret Üzerine Etkisi

Küreselleşen dünyada ithalat ve ihracat ülkeler için önemli birer imkân haline gelmiştir. İhracat ülkelerin istihdam piyasası imkânlarını genişleterek milli gelire katkı yaparken, ithalat ise ülkeler için kıt ve ulaşılması zor kaynakları daha kolay ve rekabetçi şekilde elde etmesine imkanı vermektedir. Fakat ithalat ve ihracat dengesinin olağan dışı bir şekilde ithalat lehine değişmesi ülkelerin cari açıklarının büyümesine sebep olarak ekonomik kırılganlığının artmasına neden olmaktadır. İhracatın artması ise ülke içinde ilgili ürünle ilgili tedarik zincirinin zarar görmesi ve olası enflasyon riski ile birlikte ekonomik dengenin bozulmasını birlikte getirebilir (Soğancılar vd. 2022).

IMF World Economic Outlook (2021) verilerinden elde edilen Tablo 1 incelendiğinde küresel bazda, gelişmiş ve gelişmekte olan ülkeler bazında ithalat ve ihracat rakamlarındaki değişimler görülmektedir.

	İhracat Değişim Oranları		**İthalat Değişim Oranları**	
	2019-2020	**2020-2021**	**2019-2020**	**2020-2021**
Küresel	-7,66%	21,25%	-8,47%	21,17%
Gelişmiş Ekonomiler	-7,06%	19,71%	-8,37%	19,00%
Euro Bölgesi	-8,82%	21,78%	-8,17%	18,51%
Gelişen Ülkeler	-8,29%	23,68%	-8,75%	23,75%
Asya'daki Gelişen Ülkeler	-6,19%	24,51%	-3,09%	22,16%
Avrupa Gelişen Ülkeler	-3,20%	21,11%	-9,98%	25,40%
Orta Doğu Ve Asya Merkez Ülkeleri	-13,03%	18,87%	-32,86%	31,17%

Tablo 1: Gelişmişlik Bakımından Ülke Gruplarının Dış Ticaretteki Değişim Oranları

Kaynak: IMF World Economic Outlook; 2021.

Hem gelişmekte olan hem de gelişmiş ekonomilerden 2019-2020 yılları ithalat ve ihracat karşılama oranları incelendiğinde, cari açığı kapatıcı yönde ithalatın aleyhine bir gelişme olmuştur. Aşılanma oranlarının artması ile küresel kısıtlamaların kaldırıldığı süreçte ise gelişmekte olan ülkelerin cari açıklarına negatif yönde etki eden bir dengesizlik oluşmuştur. Avrupa ve Asya'daki gelişmekte olan ülkeler karşılaştırıldığında ise Asya'daki ülkelerin ihracat rakamlarının Avrupa'daki ülkelere göre daha fazla düştüğü gözlemlenebilir. Bunun sebebinin de küresel tedarik zincirinde yaşanan aksamalar olması ve özellikle gelişmiş Avrupa pazarı için gelişmekte olan Avrupa üretim pazarının daha yakın bir tedarikçi haline gelerek avantaj kazanması olabilir.

2.4 Covid-19'un Az Gelişmiş ve Gelişmekte Olan Ülkelere Etkileri

Covid-19 salgını tüm dünyayı etkilemiş olsa da dünya nüfusunun %90'ından fazlasını barındıran harcanabilir küresel gelirin yarısına sahip (Dünya Eşitsizlik raporu 2021) az gelişmiş ve gelişmekte olan ülkeler için gelişmiş ülkelere göre daha farklı sorunları da beraberinde getirmiştir. Salgının yayılımı sürerken gelişmemiş ve gelişmekte olan ülkelere sosyal ve ekonomik olarak şoklara da karşı daha kırılgan hale gelirler. OECD Covid-19 (2022) verilerine göre her bin yetişkine düşen hastane yatak sayısının yüksek olduğu gelişmiş ülkelerdeki

(Japonya (12,6), Almanya (7,8), Fransa (5.7)) nüfus başına ölüm sayısı, gelişmemiş veya gelişmekte olan ülkelerde (Meksika (1), Costarica (1,2), Kolombia (1,9)) daha düşük olarak rapor edilmiştir. Bu da gelişmekte olan ve ya gelişmemiş ülkelerdeki kaygı ve depresyonun daha derin yaşanarak, bu ülkelerde ruhsal yıkım oranlarını artmasına sebep olmuştur. Ayrıca gelişmemiş ve gelişmekte olan ülkeler açısından hastanelerin aşırı yüklenilmesinin önüne geçebilmek için bulaşın engellenmesini önleyen en etkin araç olan sokağa çıkma yasaklarının ve sosyal mesafe kurallarının daha katı uygulanması gerekliliğini ortaya koymaktadır. Fakat nüfusun büyük kısmının yoksulluk içinde yaşadığı ülkelerde sosyal izolasyon kurallarının uygulanması da o oranda zor olmaktadır.

Gelişmemiş ve gelişmekte olan ülke nüfusları için bir diğer sorun da işgücünün kayıt dışı çalışan oranıdır. Kayıt dışı çalışma; iş güvenliği, sağlık hizmetleri, işsizlik sigortası gibi sosyal haklardan yararlanamamayı da beraberinde getirdiğinden dolayı insanların sosyal mesafe ve izolasyon kurallarına da uymalarını zorlaştırmaktadır.

Gelişmemiş ve gelişmekte olan ülkeler için bir diğer zorluk da ülke ekonomilerinin vatandaşlarını ekonomik olarak desteklemek için daha az alana sahip olmasıdır. Bu ülke ekonomileri cari açıklarının büyümemesi için kur dengesine ve cari açıklarını finanse edebilmek amacıyla borç alabilmek için kredi notun iyiliğine bel bağlamaktayken, salgınla birlikte ekonomik kaynakların güvenli limanlara kaçışı dışsal şok olarak da ilgili ekonomilere zarar vermiştir. IMF 2021 raporuna göre salgının basında 83 milyar dolar riskli varlıklardan güvenli limanlara transfer olmuş bu da tarihteki en büyük finansal kaçış olarak tarihe geçmiştir.

Canuto (2020a) de benzer şekilde Afrika ve Latin Amerika gibi bölgelerdeki gelişmemiş ülkelerin salgınla birlikte ithalat kaynaklı arz sıkıntısı, turizm ve emtia fiyatlarındaki dalgalanmalardan kaynaklanan mali şoklara maruz kaldığını belirtir. Köse (2021) 2010 ve 2018 yılları arasında küresel çapta gerçekleşen borçlanmanın 55 trilyon doları bulduğunu, bunun da gelişmemiş ve gelişmekte olan ülkeler için kuraklık ve salgın ile birleşince krizin ve durgunluğun kaçınılmaz olduğunu belirtmektedir.

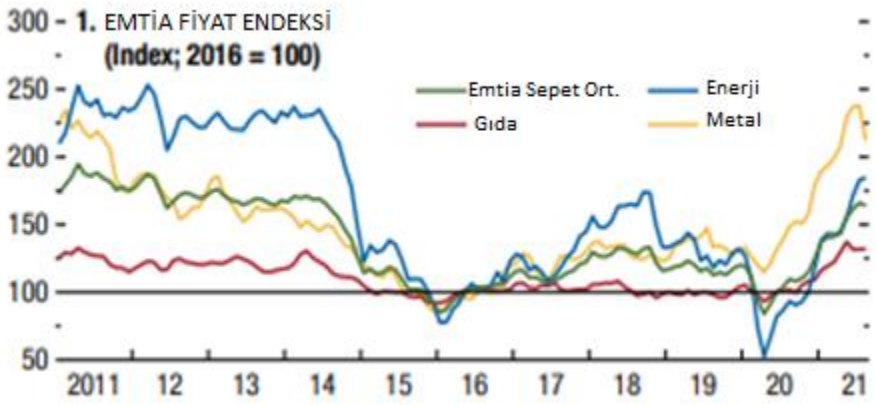
IOM 2020 Göç Raporunda gelişmemiş ve gelişmekte olan ülkeler için bir ekonomik daralmanın da gelişmiş ülkelerde çalışarak ailelerine para yollayan göçmenlerden kaynaklanacağını vurgulamaktadır. Rapor, dünya genelinde 272 milyon kişinin çalışmak amacıyla göç ettiğini ve bu kişilerin ülkelerine gönderdiği para büyüklüğünün 554 milyar dolar olduğunu belirtmektedir. Bu rakamın bu ülkeler için cari açıklarında önemli bir denge unsuru yaratmasına rağmen (fakir ülkeler için bu miktarın cari açıklarının oranı %8,9 olarak ifade edilmiştir) göçmen çalışanların işlerini ilk kaybedecek kişiler olmasına vurgu yapmaktadır.

Canuto (2020a) salgın nedeniyle bu transferlerde yaşanan %20 lik düşüşe vurgu yaparken, düşük ve orta gelirli ülkeler için 1990 lardan bu güne ilk defa direk yabancı para girişinin %35 oranında, özel tahvil ve hisse senedi piyasasının %80 oranında daralarak her ikisinin de yurt dışı çalışanlardan gelen tutarların altına kadar gerilediğini belirtmiştir. Yazar ayrıca bu durumun sadece Somali, Haiti, Sudan, Tonga gibi ülkeler için değil Hindistan, Pakistan, Mısır, Meksika Filipinler gibi daha büyük nüfusa ve alım gücüne sahip ülkeler için de geçerli olduğunu belirtmektedir.

Birleşmiş Milletler Dünya Turizm Organizasyonu (2020) ülkelerin turizm gelirlerinde de yaşanan bir gerilemeyi bildirmektedir. 2019 yılında 1,4 milyar turist ve 1,7 trilyon USD'lik bir sektör büyüklüğüne sahipken, 2020 yılında ise 381 milyon turist seyahat etmiş ve sektör büyüklüğü 0,4 trilyon USD ye düşmüştür. Birleşmiş Milletler Dünya Turizm Organizasyonu, 2019 rakamları temel alındığında turizm sektörünün, küresel gayri safi yurtiçi hasılasının %10 una denk gelirken işgücü piyasasının da %10 oranında desteklediğini belirtmektedir. Örgüt 2003 SARS krizinin küresel turizmi %0,3, 2008 ekonomik krizinin ise %4 oranında düşüşe sebep olurken Covid19 salgının %74,9 oranında bir gerilemeye sebep olduğunu, 100-120

milyon kişinin işsiz kaldığı ve yeni normalle birlikte sektörün eski büyüklüğüne dönmesinin 4 yıla varabileceği belirtilmektedir.

Dünya Bankası 2020 raporunda küresel ekonomik şok etkisiyle emtia fiyatlarındaki dalgalanmaların da emtiaya bağımlı ekonomiler için bir risk oluşturduğunu bildirmektedir. IMF emtia fiyat endeksine göre petrol salgının ile ilk 4 ay içerisinde yaklaşık %80 değer kaybederken, sonraki 12 ay çerisinde %200 oranında değer kazanmıştır. Benzer şekilde doğalgazda da ilk 4 aydaki gevşeme %30 olurken sonraki 12 ay içerinde ise %87 oranında değer kazanmıştır. Bakır emtiası ise ilk 4 ay içerisinde %25 kadar düşerken ilerleyen 12 ayda ise %100 den fazla değer kazanmıştır. Gıda emtiası olan mısır fiyatlarında ise Covid-19 salgınıyla ilgili geri çekilme %20 olmuş fakat emtia sonraki 12 ay içerisinde %130 a yakın primlenmiştir. Benzer şekilde pamuk emtiası da salgın ile ilk 4 ayda %30 a yakın değer kaybederken sonraki 12 ay içerisinde %80 değer kazanmıştır. Şekil 4 de enerji metal ve gıda emtialarındaki dalgalanmalar görülebilir.



Şekil 4: Emtia Fiyatlarındaki Dalgalanmalar

Kaynak: Dünya Bankası Emtia Fiyat Raporu, 2022 Nisan.

Sonuç ve Değerlendirme

Kovid-19 salgını, pazar, müşteri davranışları ve firmaların stratejileri üzerinde ciddi değişimlere neden olmuştur. Sosyal ve ekonomik belirsizliğin ve bunun yarattığı korkunun en büyük etken olduğu Covid-19 krizinde, dünya ekonomik dengesi oldukça sert bir şekilde sarsılmıştır. Bu çalışmada amaç, Covid-19 salgını ile ilişkilendirilen günümüz ekonomik ve sosyal krizinin dünya ekonomisini ne şekilde etkilediğini ana hatlarıyla ortaya koymaktır.

Tüm dünyada izolasyon kavramı ile birlikte anılacak olan Covid-19 krizi bireylerin sağlıkla ilgili kaygısının yükseldiği, belirsizliğin arttığı, tüketicilerin ihtiyaçlarının sorguladığı bir dönem olarak ifade edilebilir. Tüketimin sorgulanması ve alınan izolasyon önlemlerine paralel olarak tüketim ve sonuç olarak da üretim miktarları düşmüştür. Bu da beraberinde yükselen işsizliği getirmiş, bireylerin ekonomik gelecek kaygıları tetiklenmiştir. Bu kaygılarla birlikte küresel tedarik ağlarının da sekteye uğraması dış ticareti engellemiş, ülkeler özelinde azalan iç pazar talebiyle de birleşince küresel bir ekonomik küçülme yaşanmıştır. Fakat üretim miktarlarındaki sert düşüş, sekteye uğrayan tedarik ağları, ülkelerin durgunluğu önlemek için aldığı makroekonomik tedbirler, emtia fiyatlarında sert düşüşleri takip eden çok daha sert yükselişlere neden olmuş bu da küresel çata bir fiyat artışlarının tetiklemiştir.

Bu süreç tüm dünya ülkelerini etkilemiş olsa da dünya nüfusunun yüzde doksanını oluşturan gelişmekte olan ve gelişmemiş ülkelerde artçı sarsıntılar çok daha sarsıcı şekilde hissedilmiştir. Bu da ekonomik toparlanmanın yavaşlamasına neden olmaktadır.

Covid-19 krizinin etkileri henüz atlatılmadan Rusya Ukrayna savaşının başlaması Covid-19 krizinin küresel ekonomiye etkilerinin savaşın etkilerinden ayırılarak izole edilmesini ve ekonomik krizin sonuçlarının tam olarak tanımlanmasını imkansız kılmaktadır.

Daha sonraki çalışmalarda Covid-19 krizinin makro ekonomik etkilerinden yola çıkarak mikro ekonomik etkilerinin incelenmesi daha sonraki yıllarda yaşanabilecek başka salgınların ekonomik etkilerinin giderilmesi için bir yol haritası olarak kullanılabilir.

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Kurumsal Yönetimin Entegre Raporlamanın Kalitesi Üzerindeki Etkisi

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ÖZET

Kurumsal yönetim, şirket yönetimi, hissedarları ve menfaat sahipleri arasındaki ilişkileri düzenleyen kurallar bütünüdür. Ekonomik kalkınmanın sağlanmasında ve iş dünyasında güvenin yeniden tesis edilmesinde önemli rol oynayan kurumsal yönetimin önemi finansal kriz, rekabet ve küreselleşme nedeniyle ortaya çıkmıştır. Kurumsal yönetim, idari faaliyetlerde etkinliğin, raporlamada güvenilirliğin artırılmasını, menfaat sahiplerinin haklarının korunmasını ve şirket yönetiminin sorumluluk ve yükümlülüklerinin açıklanmasını amaçlar. Bilgiler mevcut olmasına rağmen, raporların çokluğu nedeniyle birçok paydaş açıklanan bilgileri uygun şekilde kullanamamaktadır. Böylece entegre raporlama, şirketin performansının finansal, idari, sosyal ve çevresel boyutlarını raporun bir bölümünde kapsadığı için, "entegre raporlama" kuruluşun performansının kapsamlı bir resmini sunmayı amaçlayan yeni bir kurumsal raporlama biçimi haline gelmiştir. Raporlamanın kalitesi entegre raporlamanın önemli bir yönü olduğundan, araştırma bu kavramları tanımlamanın yanı sıra aralarındaki ilişkiyi incelemeyi ve kurumsal yönetimin entegre raporlamanın kalitesi üzerindeki etkisini anlamayı amaçlamaktadır. Çalışmanın amaçları doğrultusunda, kurumsal yönetimin entegre raporların kalite düzeyini artırmaya nasıl katkıda bulunduğuna dair teorik bir temel oluşturmak için analitik Betimsel yaklaşım kullanılmıştır. Sonuçlar, kurumsal yönetişimin entegre raporlamanın kalitesi üzerinde bir ilişkisi ve olumlu bir etkisi olduğunu göstermektedir.
Anahtar Kelimeler: Kurumsal Yönetim, Entegre Raporlama (ER), Entegre Raporlamanın Kalitesi, Yönetişimin Entegre Raporlama Üzerindeki Etkisi.

The Impact Of Corporate Governance On The Qualıty Of Integrated Reportıng

ABSTRACT

Corporate governance is a set of rules that regulate the relations between the company's management, shareholders and stakeholders. The importance of corporate governance has emerged due to the financial crisis, competition and globalization, as it plays an important role in achieving economic development and restoring confidence in the business world. Corporate governance aims to raise efficiency in administrative activities, reliability in reporting, protect stakeholder rights and disclose the responsibilities and obligations of company management. Although the information is available, many stakeholders cannot make appropriate use of the disclosed information due to the multiplicity of reports. Thus, integrated reporting has become a new form of corporate reporting that aims to provide a comprehensive picture of the organization's performance, since "integrated reporting" covers the financial, administrative, social and environmental dimensions of the company's performance in one part of the report. And because the quality of reporting is an important aspect of integrated reporting, the research aims to describe these concepts as well as examine the relationship between them and understand the impact of corporate governance on the quality of integrated reporting. For the purposes of the study, the analytical descriptive approach was used to come out with a theoretical basis on how corporate governance contributes to increasing the level of quality of integrated reports. The results indicate that there is a relationship and a positive impact of corporate governance on the quality of integrated reporting.
Keywords: Corporate Governance, İntegrated Reporting (IR), İntegrated Reporting Quality, Impact Of Governance On İntegrated Reporting.

1. Giriş

Kurumsal yönetim, bu yüzyılın ilk on yılının başında meydana gelen çok sayıdaki çöküşler ve finansal krizler nedeniyle özellikle 21. yüzyılın başlarında tüm örgütlerde yaygınlaşan önemli modern yönetim konularından biridir. 2008 yılında dünyayı ekonomik durgunluğa sürükleyen küresel mali kriz dahil Ekonomik ve yaşanan bu çöküşler ve mali krizler, başta finansal konular olmak üzere tüm işlerin planlanması, örgütlenmesi, denetlenmesi ve denetlenmemesinden kaynaklanan idari bir aksaklıktan kaynaklanmaktadır (Al-Harbi, 2021). Kusur, muhasebe bilgilerinin şeffaflığının ve kalitesinin olmaması ve doğru muhasebe ilkeleri ve standartlarının uygulanmasına yönelik taahhüdün yerine getirilmemesidir. Kurumsal yönetim, son on yılda yönetimde daha fazla şeffaflık sağlamak ve paydaşlar ile şirket arasındaki ilişkiyi düzenlenmesinde kritik rol üstlendi. Şirketler ve kuruluşlar tarafından yayınlanan finansal raporların içerdiği bilgilere daha fazla güven vermeye yönelik bu raporlarda yüksek kalite elde etmek amacına yönelik olarak hazırlanmaması ve finansal rapor kullanıcılarının ekonomik karar almalarında yanıltıcı veya yanlış bilgi içermemesi genel kabul gören bir ilke oldu (Al-Layth vd, 2013). Günümüzde küreselleşme ve finansal olmayan düzenlemelerin büyümesi nedeniyle kurumsal bakış açısı genişlemiş ve genişlemeye devam etmektedir. Küresel mali krizlere neden olan muhasebe skandalları (Enron, Wordcom, Xerox ve Parmalat vb.) ve tırmanan çevre felaketlerinin ardından, paydaşların geleneksel raporlamaya olan inançlarını kaybetmeleri sonrasında şirketler, sorumluluk almaları gerektiğini fark ettiler. Geleneksel raporlamanın, sınırlı geçmiş performansını yansıtması, gelecekteki kritik hedefleri finansal ve finansal olmayan bilgiler birbiriyle ilişkilendirmeden ayrı ayrı raporlaması, riskleri göz ardı etmesi, rasyonel karar verme sürecini desteklememesi."Geçmişe dönük" muhasebe perspektifini kullanmak yerine, verilerin ekonomik değerini belirleme "geleceğe dönük", öngörücü bir perspektif de ele alınması gerekliliğini beraberinde getirdi. Bu bağlamda, Uluslararası Muhasebe Standartları Kurulu (International Accounting Standarts Board), BM Çevre Programı (UNEP), Uluslararası Denetmen ve Sigortacılar Kurumu (International Auditing and Assurance Board), Dünya Borsaları Federasyonu, İş Dünyası ve Sürdürülebilir Kalkınma Derneği (The World Business Council for Sustainable Development – WBCSD) gibi önemli organizasyonlar Entegre raporlamanın temelleri atıldı. Uluslararası Maliyeciler Federasyonu'nun (IFAC) başını çektiği bir dizi toplantı sonrası kurulan Uluslararası Entegre Raporlama Konseyi IIRC'in (International Integretad Reporting Council) entegre raporlama rehberinin yayınlaması ise 2013 yılında gerçekleşti (Elmacı, Sevim, 2017, s.21).

Uluslararası Entegre Raporlama Komitesi'ne (IIRC) göre entegre rapor, bir kuruluşun stratejisinin, yönetişiminin, performansının ve dış çevresi bağlamındaki beklentilerinin kısa, orta ve uzun vadede nasıl değer yarattığının kısa ve öz bir iletişimidir. Entegre raporlama (ER), finansal ve finansal olmayan raporların tek bir raporda birleştirilmesini içerir ve paydaşlar için yüksek kaliteli bilgiler içerir. Böylece şirketin karar alma sürecini iyileştirmek için paydaşların beklentilerini daha iyi anlamasına yardımcı olur. Yatırımcılar şirketin işi, değer yaratma ve risk yönetimi hakkında güvenilir entegre bilgilere ihtiyaç duyarlar, dolayısıyla entegre finansal ve finansal olmayan bilgilerin açıklanması kurumsal raporlama standartları olmadan zor olduğundan, entegre raporlama ve yönetişim uygulamalarının standartlaştırılmasına yönelik bir eğilim vardır. Bu nedenle, Uluslararası Entegre Raporlama Komitesi (IIRC), 2013 yılında entegre raporlama için kavramsal bir çerçeve olan Uluslararası Entegre Raporlama Çerçevesini (IIRF) yayınlamıştır. Entegre raporların kalitesi, kullanılan muhasebe sistemlerinin etkinliğinin bir yansıması olup, finansal tablolara eklenen açıklamalar kurumsal yönetim sistemlerinin varlığını gerektirmektedir.

Araştırma problemi: Farklı şirketler arasındaki şiddetli rekabet, küresel krizler, işletmeleri etkileyen birçok değişiklik ve bu şirketlerin raporlarıyla ilgilenenlerin çokluğu ve

genişlemesi nedeniyle, tüm karar vericilere hizmet eden entegre bilgilerin sağlanması gerekli hale gelmiştir. Bu nedenle, kurumsal yönetişim rolünün etkinleştirilmesi ve yüksek kalitede entegre raporların hazırlanması gerekiyordu. Dolayısıyla çalışmanın problemi aşağıdaki sorulara cevap bulmak olmuştur:

i. İlk soru: Kurumsal yönetim ile entegre raporlama arasında bir ilişki var mı?
ii. İkinci soru: Kurumsal yönetimin entegre raporların kalitesi üzerinde bir etkisi var mı?

Amaç: Bu çalışma, bu yeni kavramları tanımlamanın yanı sıra aralarındaki ilişkiyi incelemeyi ve kurumsal yönetimin entegre raporlamanın kalitesi üzerindeki etkisini anlamayı amaçlamaktadır.

Araştırmanın önemi: kurumsal yönetimin tüm şirket ve kurumlarda uygulanması gerekliliğinin vurgulanması ve kurumsal yönetimin entegre raporlama bilgilerinin kalitesinin ve paydaş kararlarına yansımasının artırılmasındaki faydasını ortaya koymasından kaynaklanmaktadır.

Araştırma hipotezi: (Kurumsal yönetişim ile entegre raporlar arasında bir bütünleşme ilişkisi vardır. Bu, söz konusu raporların ve içerdikleri bilgilerin kalitesinin artırılmasına ve karar vericilere yol göstermesi için açıklanmasına yansımaktadır) dayanmaktadır.

Araştırma yöntemi: Bu çalışma da betimsel (nitel) analiz ve tümevarım yöntemi esas alınmıştır.

Araştırma değişkenleri:

Araştırma bağımlı ve bağımsız olmak üzere iki değişkene ayrılmıştır; Birincisi: kurumsal yönetimde ve onun iç ve dış mekanizmalarında temsil edilen bağımsız bir değişken. İkincisi, entegre raporların kalitesini temsil eden bağımlı değişkendir.

Araştırma Sonucu: Çalışmada, kurumsal yönetim ile entegre raporlar arasında bir ilişki olduğu ve bunun bu raporların kalitesi üzerinde olumlu bir etkisi olduğu sonucuna varılmıştır.

Literatür taraması:

Mawardani ve Harymawan (2021) tarafından Endonezya Menkul Kıymetler Borsası'nda (IDX) işlem gören şirketler üzerinde yaptıkları çalışmada, daha fazla bağımsız yönetim kurulu üyesine ve daha büyük yönetim kurulu boyutuna sahip şirketlerin daha yüksek düzeyde entegre raporlama bilgisi ortaya koyduğunu bulmuşlardır. Patelli ve Principe (2007), yönetim kurulundaki bağımsız yöneticilerin yüzdesi ile finansal olmayan şirketlerin yıllık raporlarındaki gönüllü açıklamaların hacmi arasında da pozitif bir ilişki bulmuşlardır. Al-Sharabi ve Al-Dabbagh (2019) tarafından yürütülen araştırmanın amacı, Irak İslami bankalarındaki yönetişim mekanizmalarını ve bunların risk açıklama düzeyi üzerindeki etkilerini incelemekti. Araştırma örneklemi olan Irak İslami bankalarında yönetişim mekanizmalarının risk açıklama düzeyi üzerinde olumlu etkisinin yanı sıra İslami bankalardaki yönetişim mekanizmaları ile risk açıklama arasında bir ilişki olduğu sonucuna varılmıştır. Abir Hichri'nin (2022) çalışması, 2016-2019 döneminde SBF 120 endeksini oluşturan 120 borsaya kayıtlı Fransız şirketi örneğinde kurumsal yönetişim ve entegre raporlama arasındaki ilişkiyi incelemek için vekalet teorisini kullanmayı amaçlamaktadır. Bu çalışma, bilgi çeşitliliği ve denetim komitelerinin entegre raporların hazırlanmasında olumlu ve önemli bir etkiye sahip olduğu sonucuna varmıştır. Ancak, yürütme başkanı ikiliği ve yönetim kurulu büyüklüğü entegre raporlama üzerinde olumlu ve anlamsız bir etkiye sahiptir. Ramanayake ve Karunarathne'ye (2021) göre, Güney Afrika'da Johannesburg Menkul Kıymetler Borsası'nda (JSE) işlem gören şirketlerle ilgili yaptıkları çalışmada, yönetim kurulunun etkinliğinin ve dış denetimin kalitesinin, entegre raporlamanın kalitesinin önemli belirleyicileri olduğu sonucuna varmışlardır. Yüksel'in (2018) çalışmasında kurumsal yönetim ilkeleri ile entegre raporlama ilkeleri arasındaki ilişki regresyon analizi ile test edilmiştir. Entegre rapor puanı ile kurumsal yönetim derecelendirmesi, paydaş

derecelendirmesi, kamuyu aydınlatma notu ve yönetim kurulu derecelendirmesi arasında pozitif bir ilişki bulunmuştur. Ali Hadi, çalışmasında (2022), kurumsal yönetim mekanizmalarının muhasebe açıklamalarının kalitesi üzerindeki etkisini inceledi. Araştırmanın örneklemini Irak şirketlerinde görev yapan 81 muhasebeci ve denetçi oluşturmaktadır. Bağımsız değişkenin (kurumsal yönetim mekanizmaları) bağımlı değişken (muhasebe açıklama kalitesi) üzerindeki anlamlı etkisini ölçmek için regresyon analizi yöntemi kullanılmış ve sonuçlar kurumsal yönetim mekanizmalarının muhasebe açıklamalarının kalite üzerinde güçlü ve anlamlı bir etkisinin olduğunu göstermiştir. Garcia-Meca ve Sanchez-Ballesta (2010) tarafından yapılan araştırma, yönetim kurulu bağımsızlığı ile gönüllü açıklama arasında pozitif bir ilişki olduğunu gösterdi, ancak bu yalnızca yatırımcı korumasının yüksek olduğu ülkelerde meydana geldi. Cooray, Gunarathne ve Senaratne (2020) yaptıkları çalışmada, entegre raporların kalitesini değerlendirmek için bir endeks geliştirdiler ve Sri Lankalı halka açık şirketlerin 132 entegre raporunun içeriğini analiz ettiler. Sonuçlar, yönetim kurulunun büyüklüğüne ve ayrı bir risk yönetimi komitesinin varlığına bakılmaksızın, entegre raporlar yoluyla paydaşlara değer yaratma süreci hakkında kaliteli bilgi sağlamak için kurumsal yönetim sisteminin sınırlı desteğin olduğunu göstermiştir. Suttipun ve Bomlai (2019) tarafından Tayland Menkul Kıymetler Borsasında işlem gören şirketler üzerinde yapılan araştırma, yönetim kurulu büyüklüğü, KSS ödülü alan şirketler ve entegre raporlama düzeyi arasında önemli bir pozitif ilişki bulmuş.

2. Kurumsal Yönetim Kavramı

Yönetişim, hükümete ait olan veya olmayan çeşitli kurumlardaki işlemleri ve kararları yöneten bir dizi uygulama ve prosedürdür. Yönetişim, kurumsal yönetim, ekonomik yönetişim, politik yönetişim, çevresel yönetişim ve sosyal yönetişim dahil olmak üzere bir dizi alanı kapsar (Abdul Samad, 2011). Yönetişim, işletmelerin nasıl organize edileceğini, hedeflerin nasıl belirleneceğini ve kararların nasıl alınacağını belirlediği ve planlama, uygulama, izleme ve değerlendirme sürecini etkilediği için her kuruluşun üzerinde anlaşmaya varması gereken temel kavramlardan biridir. Son yıllarda ekonomiler ve toplumlar üzerindeki büyük etkisi nedeniyle yönetişime olan ilgi artmış ve dünyadaki birçok finansal skandal, yolsuzluk ve kurumsal başarısızlıklar bu ilgiye itici güç olmuştur (Elshandıdy, 2022). Kurumsal yönetim, bir şirketin yönlendirildiği ve kontrol edildiği kurallar, süreçler ve uygulamalar sistemidir. Hissedarlar, yönetim, müşteriler, tedarikçiler, finansörler, hükümet ve toplum gibi bir şirketin birçok paydaşının çıkarlarının dengelenmesini içerir. Kurumsal yönetimin temel amacı, bir şirketin performans, karlılık ve sürdürülebilirlik gibi hedeflerine ulaşması için bir çerçeve oluştururken aynı zamanda şirket yönetiminde hesap verebilirliği, adaleti ve şeffaflığı sağlamaktır (Abdel Samad, 2011).

Ekonomik İşbirliği ve Kalkınma Örgütü (OECD), kurumsal yönetimi bu şekilde tanımlar: *"Kurumsal yönetim, bir şirketin yönetimi, yönetim kurulu, hissedarları ve diger menfaat sahipleri arasındaki bir dizi ilişkiyi kapsar... Kurumsal yönetim, makro ekonomik politikalardan, ürün ve faktör piyasalarındaki rekabet düzeyine kadar firmaların faaliyetlerini biçimlendiren bir dizi unsurdan oluşan daha geniş bir ekonomik çerçevenin içinde yer almaktadır. Kurumsal yönetimin çerçevesi, aynı zamanda yasal, düzenleyici ve kurumsal faktörlere dayanır."* (OECD, 2004). Türk literatüründe kurumsal yönetimin tanımı TÜSİAD tarafından yapılmıştır *"Birçok farklı şekilde tanımlanabilecek kurumsal yönetim (corporate governance), en geniş anlamda modern yaşamda insanların bir amaca ulaşmak için oluşturduğu herhangi bir kurumun yönetiminin düzenlenmesidir. Daha dar anlamda ise, bir kurumun beşerî ve mali sermayeyi çekmesine, etkin çalışmasına ve böylece ait olduğu toplumun değerlerine saygı gösterirken uzun dönemde ortaklarına ekonomik değer yaratmasına imkân tanıyan her türlü kanun, yönetmelik, kod ve uygulamaları ifade etmektedir."* (TÜSİAD, 2002.).

Bu çalışma için kurumsal yönetim, yönetim kurulu, hissedarlar, üst düzey yönetim ve diğer paydaşlar arasındaki yapı ve süreçler olarak tanımlanmakta ve yönetim sürecinin ve stratejik liderliğin uygulanmasının rollerini ve hedefleri içermektedir. İyi yönetişimin amacı, işletmelerin tüm paydaşların (hissedarlar, çalışanlar, tedarikçiler, müşteriler ve toplum) çıkarlarının dengeli olmasını sağlamak için uygun karar alma süreçlerine ve kontrollere sahip olmasını sağlamaktır.

2.1.Etkili kurumsal yönetişim tipik olarak aşağıdaki unsurları içerir (Al-Harbi, 2021):

i. Yönetim Kurulu: Yönetim kurulu, şirket yönetiminin gözetiminden ve şirketin pay sahipleri ve diğer menfaat sahiplerinin menfaatleri doğrultusunda yönetilmesinden sorumludur.
ii. Hissedar Hakları: Hissedarlar, yöneticileri seçme, birleşme veya devralmaları onaylama ve şirketi etkileyen diğer önemli konularda oy kullanma hakkına sahiptir.
iii. Etik Davranış: Şirketler, faaliyetlerinin tüm yönlerinde etik davranışı ve dürüstlüğü teşvik etmelidir.
iv. Risk Yönetimi: Şirketler, şirket operasyonları ve paydaşlarına yönelik riskleri belirlemek, değerlendirmek ve yönetmek için etkin sistemlere sahip olmalıdır.
v. Sosyal Sorumluluk: Şirketler, toplum ve çevre üzerindeki etkilerinin farkında olmalı ve sosyal açıdan sorumlu bir şekilde faaliyet göstermeye çalışmalıdır.

2.2.Kurumsal yönetişim ilkeleri

Kurumsal yönetişim, bir şirketin davranışını, karar vermesini ve uygulamasını bilgilendiren politikalar ve yönergeler çerçevesini ifade eder. Bu altyapı dört temel ilke üzerine kurulmuştur (Yılmaz ve Murat, 2014):

i. **Hesap verebilirlik:** *"kendilerine kaynak tahsis edilenlerin ya da yetki verilenlerin bu kaynakları ve yetkileri ne kadar iyi kullandıklarını sergileme sorumluluğunu ifade eder."* (Gülen,2012). Hem hissedarlara hem de hissedar olmayanlara karşı yasal, sözleşmeden doğan ve sosyal yükümlülükler yerine getirilmelidir. Kuruluşlar, yönetim kurulu üyeleri için bir davranış kuralları tanımlamalıdır; denetim komitesi ve ücret komitesi gibi kurul komiteleri: ve üst düzey yöneticiler. Bu saflara katılan yeni bireyler, bu yerleşik standartları karşılamalıdır.
ii. **Şeffaflık:** Tüm kurumsal yönetim politikaları ve prosedürleri ilgili paydaşlara açıklanmalıdır. Bu, ilgili bilgilerin çalışanlara, müşterilere, yatırımcılara, satıcılara ve topluluk üyelerine düzenli ve tutarlı bir şekilde iletilmesini içerir.
iii. **Adil ve eşit davranma:** Tüm hissedarlara, müşterilere, çalışanlara ve diğer menfaat sahiplerine eşit ve adil davranılmalıdır. Bunun bir kısmı, hissedarların haklarının ve bunları nasıl kullanacaklarının farkında olmalarını sağlamaktır.
iv. **Sorumluluk:** İşin pek çok unsurunun kontrolünü yöneten yetkili ses olarak, yönetim kurulunun güçlerini sorumlu bir şekilde kullanması önemlidir. Yöneticiler her zaman etik davranmalı ve işten etkilenen herkesin çıkarlarını en iyi şekilde korumalıdır. Uygulamadaki iyi kurumsal sorumluluk örnekleri, etik davranışa yukarıdan aşağıya bir yaklaşım benimsemeyi ve şirketin uzun vadeli değer yaratmasını etkileyen sorunlar ve endişeler hakkında uzun vadeli hissedarlarla ilişki kurmayı içerir.

2.1.Kurumsal yönetimi desteklemek ve geliştirmek için çalışan kamu ve özel kurumlar, kuruluşlar ve organlar:

Kurumsal yönetimi desteklemek ve geliştirmek için çalışan birçok kamu ve özel kurum, kuruluş ve ajans bulunmaktadır. Bunlardan bazıları şunlardır:

i. **Uluslararası Kurumsal Yönetim Ağı (ICGN):** yatırımcılar, şirketler ve diğer paydaşlar için eğitim, araştırma ve ağ oluşturma fırsatları sağlayarak etkili kurumsal yönetim uygulamalarını destekleyen küresel bir kuruluştur (ICGN, t.y.).

ii. **Ekonomik İşbirliği ve Kalkınma Teşkilatı (OECD):** dünya çapında hükümetler, şirketler ve yatırımcılar tarafından yaygın olarak kullanılan OECD Kurumsal Yönetim İlkeleri dahil olmak üzere kurumsal yönetim uygulamalarına yönelik yönergeler ve tavsiyeler sağlar (OECD, 2015).

iii. **Menkul Kıymetler ve Borsa Komisyonu (SEC):** Amerika Birleşik Devletleri'ndeki menkul kıymetler piyasalarının birincil düzenleyicisidir ve kurumsal yönetişim uygulamalarının teşvik edilmesinde kilit bir rol oynar. SEC, halka açık şirketlerin kurumsal yönetişim uygulamaları hakkında bilgi vermelerini zorunlu kılar ve kurumsal yönetim kurullarının bağımsızlığını ve etkinliğini artırmak için kurallar geliştirmiştir. (SEC, t.y.)

iv. **Yönetim Enstitüsü (IoD):** IoD, İngiltere ve İrlanda'daki yöneticiler ve üst düzey yöneticiler için profesyonel bir organizasyondur. IoD, etkili kurumsal yönetişim uygulamalarını desteklemek için eğitim, öğretim ve ağ oluşturma fırsatları sunar (IoD, t.y.).

v. **Türkiye Kurumsal Yönetim Derneği (TKYD):** TKYD, Türkiye'de etkin kurumsal yönetim uygulamalarını destekleyen, kâr amacı gütmeyen bir kuruluştur. TKYD, kurumsal yönetim uygulamalarını iyileştirmek, araştırma yapmak ve düzenleyici ve politika değişikliklerini savunmak için eğitim ve öğretim programları sağlar (TKYD, n.y.).

vi. **Küresel Raporlama Girişimi (GRI):** GRI, şirketlerin ESG uygulamaları hakkındaki bilgileri paydaşlara açıklamalarına yardımcı olabilecek sürdürülebilirlik raporları hazırlamak için yönergeler sağlar. GRI yönergeleri, dünya çapındaki şirketler tarafından yaygın olarak kullanılmaktadır. (GRI, 2016)

Bu kurum, kuruluş ve ajanslar, paydaşların çıkarlarını korurken kurumsal performansı, itibarı ve sürdürülebilirliği artırmaya yardımcı olabilecek etkin kurumsal yönetişim uygulamalarını teşvik eder.

3. Entegre Raporlama Kavramı

Entegre raporlama, finansal ve finansal olmayan bilgileri tek bir entegre raporda birleştiren kapsamlı bir raporlama yaklaşımıdır. Entegre raporlamanın amacı, bir kuruluşun performansının ve beklentilerinin daha eksiksiz bir resmini sunmak ve yatırımcıların ve diğer paydaşların daha bilinçli kararlar vermesini sağlamaktır. Entegre raporlama, bir kuruluşun değerinin yalnızca finansal performansının değil, aynı zamanda paydaş ilişkilerinin kalitesi, iş uygulamalarının sürdürülebilirliği ve faaliyet gösterdiği sosyal ve çevresel ortam üzerindeki etkisinin de belirlendiği fikrine dayanmaktadır. Entegre raporlamayı IIRC tarafından "Bir kuruluşun stratejisinin, kurumsal yönetiminin, performansının ve beklentilerinin kuruluş dış çevresi bağlamında kısa, orta ve uzun vadede değer yaratmayı nasıl sağlayacağının kısa ve öz bir şekilde bildirilmesidir" şeklinde tanımlanmaktadır Entegre raporlamanın ortaya çıkmasının temelini oluşturan entegre düşünce, iş birimleri ile kuruluşun çeşitli fonksiyonları arasındaki bağlantıya ve bunları etkin bir şekilde kullanan veya etkileyen sermaye unsurlarına öncelik vermektedir (IIRC 2013, s7). Entegre düşünce, işletmedeki faktörlerin birbirine bağımlılığı yoluyla paydaşlar için değer yaratarak uzun vadeli iş sürdürülebilirliğini sağlamayı amaçlar (Köse ve Çetinel, 2017). King III raporu ise entegre raporlamayı "bir işletmenin finansal performansına ve sürdürülebilirliğine ilişkin kapsamlı ve bütünleşik bir bakış açısı" olarak tanımlamaktadır (Köse ve Çetinel, 2017). Entegre raporlar tipik olarak finansal ve finansal olmayan performans verileri, yönetişim ve risk yönetimi uygulamaları hakkında ayrıntılar ve bunların çevresel ve sosyal etkileri hakkında bilgiler gibi bir dizi bilgiyi içerir (Eccles & Saltzman, 2011). Uluslararası Entegre Raporlama Konseyi (IIRC), kuruluşlara entegre raporlar üretme konusunda rehberlik edecek bir çerçeve geliştirmiştir. Çerçeve, raporlama için bir dizi yönerge, içerik öğesi ve önerilen en iyi uygulamaları içerir. Entegre raporlama, yalnızca kısa vadeli finansal sonuçlara odaklanmak yerine, bir kuruluşun zaman içinde yarattığı değere ilişkin kapsamlı bir görüş sağlamayı amaçlar. Entegre raporlama hem finansal hem de finansal

olmayan bilgileri entegre ederek kuruluşların performanslarının, risklerinin ve fırsatlarının ve bunların birbiriyle nasıl ilişkili olduğunun daha eksiksiz bir resmini iletmelerini sağlar. (IIRC; 2013)'e göre entegre raporlamanın amaçları aşağıdaki kategorilerde sınıflandırılabilir:

i. **Kurumsal Değerin Artırılması:** Entegre raporlama, finansal performansın ötesinde, bir kurumun değer yaratmasına ilişkin kapsamlı bir görüş sağlamayı amaçlar. Paydaşların kuruluşun stratejisini anlamalarına yardımcı olur ve bilinçli kararlar almalarını sağlar.
ii. **Entegre düşünceyi teşvik etmek:** kuruluşların kısa vadeli finansal sonuçların ötesinde düşündüğü ve sosyal, çevresel ve yönetişim yönlerini dikkate aldığı, daha iyi karar almaya yol açan bütüncül bir yaklaşımı teşvik eder.
iii. **Hesap verebilirlik ve gözetimin güçlendirilmesi:** Entegre raporlama, bir kuruluşun performansı, etkileri ve kaynak kullanımına ilişkin kapsamlı bir açıklama sağlayarak şeffaflığı artırır.
iv. **Etkili karar vermeyi kolaylaştırma:** Entegre raporlama, çeşitli paydaşların karar vermeleriyle ilgili geniş bir bilgi yelpazesi sağlar.
v. **Güven arttırma:** Entegre raporlar, kuruluşlarda güven oluşturmayı amaçlar. Yönetişim, strateji ve risk yönetimi hakkında açık ve güvenilir bilgiler sağlayarak, paydaşların kuruluşun güvenilirliğini, bütünlüğünü ve uzun vadeli sürdürülebilirliğini değerlendirmesine yardımcı olur.

Bu nedenle sürdürülebilirlik raporları ile birlikte finansal tabloların sunulmasının yanı sıra şirketin geleceğe bakışını ve iş yapış şeklini yansıtan raporların hazırlanmasına ihtiyaç duyulmuştur. Entegre raporlamanın ortaya çıkış nedenleri şu şekilde ifade edilebilir (Kaya, 2015; Suttipun ve Bomlai, 2019).

vi. Bilgi kullanıcılarının mali ve sosyal sorumluluklarını daha geniş anlamak için işletmeyi birden fazla standartla değerlendirmek istemesi,
vii. Gönderilen raporların bölümleri arasında tutarsızlıklar var, çok uzun olmaları ve eksik bilgi vermeleri nedeniyle anlaşılmıyor.
viii. Geleneksel raporlar, tesisin finansal performans bilgilerini geriye dönük olarak gösterir ve bu, geleceğe yönelik bir bakış açısı sağlamaz. Sürdürülebilirlik raporları geleceğe yöneliktir ve gerekli finansal bilgileri sağlamaz.
ix. Paydaşların tek bir rapordan finansal ve finansal olmayan bilgilere ihtiyacı vardır.

Entegre raporlama, bir kuruluşun performansına, risklerine ve fırsatlarına ilişkin daha eksiksiz ve şeffaf bir görünüm sağladığından, kurumsal raporlamada giderek daha iyi bir uygulama olarak kabul edilmektedir. Birçok kuruluş gönüllü olarak entegre raporlamayı benimserken, diğerlerinin düzenleyici gerekliliklerin bir parçası olarak sürdürülebilirlik performansı hakkında rapor vermesi gerekir.

3.1. Entegre Raporlama İlkeleri

Entegre Raporlama İlkeleri, kuruluşların entegre raporlar geliştirmesi ve sunması için bir çerçeve sağlar. Uluslararası Entegre Raporlama Konseyi (IIRC) tarafından tanımlanan bu ilkeler, bir entegre rapor hazırlanırken göz önünde bulundurulması gereken temel unsurlara odaklanır. İlkeler aşağıdaki gibidir (IIRC ,2013):

i. **Stratejik Odak ve Geleceğe Yönelim**: Entegre rapor, kısa, orta ve uzun vadede nasıl değer yarattığı da dahil olmak üzere kuruluşun stratejisine ilişkin iç görü sağlamalıdır.
ii. **Bilgiler Arası Bağlantı:** Bir entegre rapor, kuruluşun değer yaratma yeteneğini etkileyen çeşitli faktörler arasındaki ilişkileri göstermelidir.
iii. **Paydaşlarla İlişkiler:** Bir entegre rapor, kuruluşun yatırımcılar, müşteriler, çalışanlar, tedarikçiler, topluluklar ve düzenleyiciler dahil olmak üzere paydaşlarıyla nasıl etkileşim kurduğuna dair net bir anlayış sağlamalıdır.

iv. **Önemlilik:** Bir entegre rapor, kuruluşun zaman içinde değer yaratma yeteneğini anlamak için önemli bilgilere odaklanmalıdır.
v. **Kısa ve Öz Olma Bir:** Entegre rapor özlü olmalı ve gereksiz tekrarlardan kaçınmalıdır. Okuyucuları aşırı bilgi yüküyle boğmadan dengeli ve kapsamlı bir görüş sağlamalıdır.
vi. **Güvenilirlik ve Eksiksizlik:** Bir entegre rapor, eksiksiz, doğru ve tarafsız, güvenilir ve dengeli bilgiler sağlamalıdır. Güvenilirliği ve şeffaflığı sağlamak için uygun raporlama standartlarını ve çerçevelerini takip etmelidir.
vii. **Tutarlılık ve Karşılaştırabilirlik:** Entegre raporlama, paydaşların performans ve ilerlemeyi karşılaştırmasına izin verecek şekilde zaman içinde tutarlı bir şekilde üretilmelidir. Anlamlı karşılaştırmaları kolaylaştırmak için tutarlı ölçüm ve raporlama yöntemleri kullanmalıdır.
viii. **Yönetişim ve tazminatın açıklanması:** Entegre rapor, kuruluşun yönetişim yapısı, uygulamaları ve ücretlendirme politikaları hakkında açık ve şeffaf bilgiler sağlamalıdır. Yönetişimin kuruluşun stratejisini ve uzun vadeli değer yaratmayı nasıl desteklediğini açıklamalıdır.

3.2. Entegre Raporlama Kalitesi

Entegre raporların kalitesi, şirketin entegre raporunun şirketin finansal ve finansal olmayan performansının, risklerinin ve fırsatlarının yanı sıra stratejisinin, yönetişiminin ve kısa, orta ve uzun vadede değer yaratmasının kapsamlı ve doğru bir resmini sunma derecesidir. Entegre raporlama kalitesi kavramı, sürdürülebilirlik raporlama kalitesi ve ESG raporlama kalitesi gibi diğer kavramlarla yakından ilişkilidir, çünkü bu tür raporlama aynı zamanda bir şirketin finansal sonuçlarının ötesinde daha kapsamlı ve bütünleşik bir performans görünümü sunmayı amaçlar. Entegre raporlamanın kalitesi, veri kalitesi, raporların şeffaflığı, raporların şirketin genel stratejisi ve iş modeli ile uyumlu hale getirilmesi ve raporlama sürecine paydaş katılımı gibi bir dizi faktörden etkilenebilir (Eccles & Krzus, 2010). Şirketler, entegre raporlamadaki en iyi uygulamaları benimseyerek, öncelikli konuları belirlemek için paydaşlarla ilişki kurarak ve raporlamalarını IIRC tarafından geliştirilen uluslararası entegre raporlama çerçevesiyle uyumlu hale getirerek entegre raporlamalarının kalitesini artırabilir. Entegre raporların kalitesi çeşitli faktörlere göre değerlendirilebilir (Sofian ve Dumitru, 2017):

i. **Açıklık ve ilgililik:** Rapor, kuruluşun stratejisini, risklerini, fırsatlarını ve performansını açık ve doğru bir şekilde aktarmalı ve tüm paydaşların bilgi gereksinimleriyle ilgili olmalıdır.
ii. **Denge ve Bütünlük:** sosyal, çevresel ve yönetişim etkileri de dahil olmak üzere, kuruluşun mali ve mali olmayan performansına ilişkin dengeli ve kapsamlı bir görüş sağlamalıdır.
iii. **İletişim ve tutarlılık:** kuruluşun finansal ve finansal olmayan performansı arasındaki bağlantıları ve karşılıklı bağımlılıkları ve ayrıca stratejisi, yönetişimi ve performansı arasındaki uyumu göstermelidir.
iv. **Güncellik ve güvenilirlik:** Rapor zamanında olmalı, kuruluşun performansını etkileyebilecek son gelişmeleri ve olayları yansıtmalı, güvenilir ve doğrulanabilir veri ve bilgilere dayanmalıdır.
v. **Karşılaştırılabilirlik ve tutarlılık:** Rapor, kuruluşun sektörü ve bağlamıyla ilgili standart ölçütler ve göstergeler kullanarak zaman içinde ve kuruluşlar arasında anlamlı karşılaştırmalar yapmalıdır.

Genel olarak, entegre raporlamanın kalitesi bir kuruluşun itibarını artırabilir, paydaşlar arasında güven oluşturabilir ve uzun vadede sürdürülebilir değer yaratımını destekleyebilir.

4. Kurumsal Yönetimin Entegre Raporlamanın Kalitesine Etkisi

Kurumsal yönetim, bir şirketin faaliyetlerine rehberlik eden ve faaliyetlerinde hesap verebilirliği, adaleti ve şeffaflığı sağlayan kurallar, uygulamalar ve süreçler bütününü ifade eder. Öte yandan entegre raporlama, çevresel, sosyal ve yönetişim (ESG) etkileri de dahil olmak

üzere bir şirketin performansının kapsamlı bir görünümünü sağlayan finansal ve finansal olmayan bilgilerin tek bir raporda birleştirilmesi uygulamasına atıfta bulunur. Kurumsal yönetişim ile entegre raporlamanın kalitesi arasında güçlü bir ilişki vardır (Al-Laith vd., 2013). Etkili kurumsal yönetim uygulamaları, entegre raporda yer alan bilgilerin doğruluğunu, eksiksizliğini ve ihtiyaca uygunluğunu sağlamak için esastır. Bunun nedeni, iyi kurumsal yönetimin, şirketin ÇSY bilgilerini doğru ve şeffaf bir şekilde toplaması, ölçmesi ve raporlaması için uygun sistemlere ve kontrollere sahip olmasını sağlamasıdır (Roxana-Ioana & Petru, 2017). Ayrıca, etkin kurumsal yönetim uygulamaları, bir entegre raporda sunulan bilgilerin inanılırlığını ve güvenilirliğini sağlamak için esastır. Güçlü yönetişim uygulamalarına sahip bir şirketin güvenilir ve güvenilir olarak görülme olasılığı daha yüksektir ve bu da entegre raporda sunulan bilgilere yönelik paydaş güvenini artırabilir. Bu da daha iyi karar verme ve artan hesap verebilirliğe yol açarak, paydaşlar için bilginin alaka düzeyini artırabilir. Ek olarak, iyi kurumsal yönetişim uygulamaları, bir şirketin entegre raporlamasının şirketin genel stratejisi ve değerleriyle uyumlu olmasını sağlamaya yardımcı olabilir. Bu uyum, entegre raporlamanın başarısı için çok önemlidir çünkü bir şirketin ÇSY etkilerini yatırımcılar, müşteriler, çalışanlar ve topluluklar dahil olmak üzere paydaşlara anlamlı bir şekilde iletmesini sağlar (Abdel Fattah, 2019) Kurumsal yönetim, entegre raporlamanın kalitesinde hayati bir rol oynamaktadır. İyi yönetişim uygulamalarına öncelik veren şirketlerin doğru, güvenilir ve paydaşlarla ilgili entegre raporlar üretme olasılığı daha yüksektir. Bu şirketler, artan paydaş güveninden yararlanabilir, bu da daha iyi karar verme ve artan hesap verebilirliğe yol açar. Kurumsal yönetişimin entegre raporlamanın kalitesi üzerindeki etkisini daha fazla araştırmak için, özellikle entegre raporlamayla ilgili bazı belirli yönetişim uygulamalarını dikkate almak faydalı olacaktır. Böyle bir uygulama, açık ve şeffaf bir raporlama çerçevesinin oluşturulmasıdır. Bu çerçeve, bir entegre rapora dahil edilmesi gereken bilgi türleri ve bilgilerin doğru ve eksiksiz olmasını sağlamak için izlenmesi gereken süreçler hakkında rehberlik sağlamalıdır (Eccles, & Serafeim, 2013). İyi tasarlanmış bir raporlama çerçevesi, entegre raporlamanın tutarlı, güvenilir ve paydaşlarla ilgili olmasını sağlamaya yardımcı olabilir. Bir diğer önemli yönetişim uygulaması, etkili iç kontrollerin oluşturulmasıdır. İç kontroller, finansal ve finansal olmayan bilgilerin doğruluğunu ve eksiksizliğini sağlamak için uygulanan sistem ve süreçlerdir. Bu kontroller, veri toplama ve doğrulama sistemlerini, hesaplamaların doğruluğunu sağlamaya yönelik prosedürleri ve entegre rapora dahil edilmeden önce bilgilerin gözden geçirilmesi ve onaylanmasına yönelik mekanizmaları içerebilir. Etkili iç kontroller, entegre raporlamanın hatalardan, eksikliklerden ve yanlış beyanlardan arınmış olmasını sağlamaya yardımcı olabilir. Üçüncü önemli yönetişim alıştırması, üst yönetimi entegre raporun hazırlanmasına ve gözden geçirilmesine dahil etmektir. Üst yönetim, entegre raporda sağlanan bilgilerin şirketin performansını doğru bir şekilde yansıtmasını ve şirketin genel stratejisi ve değerleri ile uyumlu olmasını sağlamada kritik bir rol oynar. Bu katılım, entegre raporun ilgili, güvenilir ve paydaşlar için yararlı olmasını sağlamaya yardımcı olabilir (Al-Harbi, 2021). Son olarak, iyi kurumsal yönetişim uygulamaları paydaş katılımını ve istişareyi de içerebilir. Paydaşların katılımını sağlamak, bir entegre raporun paydaşlar için en önemli konuları ve endişeleri ele almasını sağlamaya yardımcı olabilir. Bu, raporun alaka düzeyini ve yararlılığını artırabilir ve şirketin ÇSY konularına olan bağlılığına ilişkin paydaş güvenini artırabilir. Kısacası, entegre raporlamanın kalitesini etkileyebilecek bir dizi kurumsal yönetim uygulaması vardır. Bu uygulamalar, net bir raporlama çerçevesinin oluşturulmasını, etkili iç kontrolleri, üst yönetimin katılımını ve paydaş katılımını içerir. Şirketler, bu uygulamalara öncelik vererek entegre raporlamalarının doğru, güvenilir, ilgili ve paydaşlar için inandırıcı olmasını sağlayabilir.

5. Sonuç

Kurumsal yönetim ve entegre raporlama, her ikisi de kuruluşlarda şeffaflık, hesap verebilirlik ve sorumlu yönetim uygulamalarını sağlamayı amaçladığından yakından ilişkilidir. Kurumsal yönetim ve entegre raporlama arasındaki ilişki, iyi kurumsal yönetim uygulamalarının entegre raporlamanın geliştirilmesini ve uygulanmasını destekleyebilmesidir. Güçlü kurumsal yönetim uygulamalarına sahip bir kuruluş, entegre raporun temel bileşenleri olan iş modeli, risk yönetimi süreçleri ve sürdürülebilirlik uygulamaları hakkında net bir anlayışa sahip olabilir. Benzer şekilde, entegre raporlamayı benimseyen bir kuruluşun iyi kurumsal yönetişim uygulamalarına öncelik vermesi daha muhtemel olabilir, çünkü bu uygulamalar, entegre raporlamanın teşvik etmeyi amaçladığı şeffaf ve hesap verebilir yönetimi sağlamak için elzemdir. Kısacası, kurumsal yönetişim ve entegre raporlama, sorumlu ve sürdürülebilir iş uygulamalarını teşvik etmede birbirini destekleyebilen tamamlayıcı çerçevelerdir. Hem kurumsal yönetişime hem de entegre raporlamaya öncelik veren kuruluşlar muhtemelen daha şeffaf, hesap verebilir ve iyi yönetilir, bu da performansın artmasına ve paydaş güveninin artmasına yol açabilir. En önemli tavsiyeler şunlardır:

iii. Entegre kurumsal raporlama, kapsamlı, şeffaf olmalı ve Küresel Raporlama Girişimi (GRI) veya Uluslararası Entegre Raporlama Konseyi (IIRC) çerçevesi gibi uluslararası raporlama çerçeveleriyle uyumlu olmalıdır.
iv. Şirketler, raporlarının kalitesini ve ilgililiğini sürekli iyileştirmek için paydaşlarla iletişim kurmalı ve entegre raporları hakkında geri bildirim toplamalıdır.
v. Şirketler, geniş bir paydaş yelpazesinin ihtiyaçlarını karşılayan yüksek kaliteli entegre raporlar üretmek için şeffaflık, hesap verebilirlik ve paydaş katılımı gibi etkili kurumsal yönetişim uygulamalarına öncelik vermelidir.
vi. Düzenleyiciler ve standart belirleyiciler, şirketler ve bölgeler arasında tutarlılığı ve karşılaştırılabilirliği artırmak için entegre raporlamaya yönelik net yönergeler ve standartlar sağlamalıdır.
vii. Yatırımcılar ve diğer menfaat sahipleri, yatırım kararları alırken veya şirket performansını değerlendirirken entegre raporlamanın kalitesine çok dikkat etmelidir.
viii. Ulusal ve uluslararası standartlara uyum: Şirketler, kurumsal yönetim ve entegre raporlamanın kalitesi ile ilgili ulusal ve uluslararası standartlara bağlı kalmalıdır. Örneğin, Entegre Raporlama Girişimi'nin Entegre Raporlama İlkeleri, raporlama kalitesini iyileştirmek ve uygulamaları standart hale getirmek için kullanılabilir.

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Entelektüel Sermayenin Firma Performansı Üzerindeki Etkisi

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ÖZET

Küresel boyutlarda yaşanan rekabet ortamı içerisinde işletmelerin sergilemiş oldukları performanslarının sonucunda ortaya çıkan kazanım veya kayıpların sadece finansal veriler ile açıklanması işletmelerin gerçek değerlerini doğru bir şekilde yansıtmamaktadır. Bu durum işletmelerin mevcut veya potansiyel yatırımcılarını, kredi verenleri, toplumu kısaca tüm paydaşların alacakları kararlarını etkileyebilmektedir. İşletmelerin performanslarının daha doğru bir şekilde ortaya çıkarılabilmesi için işletme performansının maddi ve maddi olmayan varlıkların tümü ile açıklanması gerekmektedir. Bu işletmeye kurumsallık kazandırma ile beraber rekabet üstünlüğü sağlayabilecek ve şeffaflık açısından topluma yararlı olacaktır. Entelektüel sermaye; işletmenin bilançosunda yer almayan ve işletmenin faaliyetlerini sürdürebilmesini sağlayan maddi olmayan varlıkların tümünü kapsamaktadır. Bu çalışmada amaç entelektüel sermaye ve firma performansı arasındaki ilişkiyi incelemektedir. BİST Sürdürülebilirlik endeksi içerisindeki 53 işletmenin 2021 yılı verileri incelenmiş ve entelektüel sermaye ölçümünde Ante PULİC'in Entelektüel katma değer katsayısı yönteminden yararlanılmıştır. Çalışma içerisinde firma performans ölçütleri olarak; karlılık, verimlilik ve piyasa değeri kullanılmıştır. Bu yapılan çalışmanın sonuçları ile ilgili korelasyon ve regresyon analizinde ortaya çıkan durumlar yorumlanacaktır.
Anahtar Kelimeler: Entelektüel Sermaye, Entelektüel Katma Değer Katsayısı, Firma Değeri, Korelasyon Analizi, Regresyon Analizi.

The Impact Of Intellectual Capital On Company Performance

ABSTRACT

In the global competitive environment, the gains or losses resulting from the performance displayed by businesses cannot be accurately reflected solely by financial data. This can affect the decisions of current or potential investors, lenders, society, and all stakeholders. In order to accurately reflect business performance, it is necessary to explain it with all tangible and intangible assets. This would help to add corporate governance to businesses and gain a competitive advantage, as well as being beneficial to society in terms of transparency. Intellectual capital encompasses all intangible assets that do not appear on a company's balance sheet, but are essential for the company to operate. The aim of this study is to examine the relationship between intellectual capital and company performance. The data of 53 businesses within the BIST Sustainability Index in 2021 were examined, and Ante Pulic's Intellectual Value-Added Coefficient method was used to measure intellectual capital. Profitability, efficiency, and market value were used as performance metrics for the study. The results of this study will be interpreted based on the correlations and regression analysis that were observed.
Keywords: Intellectual Capital, Intellectual Value Added Coefficient, Company Value, Correlation Analysis, Regression Analysis.

GİRİŞ

Yaşanan teknolojik gelişmeler ve sürekli artan insan ihtiyaçları beraberinde işletmeler açısından küresel boyutlara ulaşan bir rekabet ortamı yaratmıştır. Rekabet ortamında ayakta kalmak ve stratejik açıdan rekabet üstünlüğü sağlamak isteyen işletmeler maddi varlıkların yanında maddi olmayan varlıklara da önem vermişlerdir. Maddi olmayan varlıklar entelektüel sermaye olarak anılmış ve önemi her geçen gün artmıştır. Özellikle işletmelerin gerçek değerinin hesaplanması için işletmenin finansal varlıklarıyla beraber finansal olmayan varlıklarının da değerlendirilmesi yani bütüncül bir bakış açısıyla incelenmesi gerekmektedir. İşte bu noktada entelektüel sermaye faktörleri ön plana çıkmıştır.

Entelektüel sermaye kavramının önem kazanmasıyla beraber ekonomide bilginin önemi de artmıştır. Özellikle bilgiye dayalı ürünler üreten işletmelerin piyasa değerlerinde büyük oranda artışlar ortaya çıkmıştır. Bu tür işletmeler incelendiğinde piyasa değeri ve defter değeri arasında ciddi farklar olduğu görülmektedir. Bu farkların oluşmasındaki başlıca sebepler arasında entelektüel sermaye faktörleri bulunmaktadır. Entelektüel sermayenin, nasıl yönetileceği ve nasıl ölçüleceği ile ilgili bir standart bulunmamasına rağmen bazı araştırmacılar farklı teknikler ile ölçmeye çalışmışlardır. Bunlardan öne çıkanlar arasında Ante PULİC'in 1998 yılında geliştirdiği entelektüel katma değer katsayısı yöntemidir. Yapılan çalışmalar sonucunda entelektüel sermaye ile firma performansı arasında anlamlı ve genel olarak pozitif yönlü ilişkiler bulunmuştur.

Bu çalışmada BIST Sürdürülebilirlik endeksi içerisinde bulunan işletmelerin entelektüel katma değer katsayıları hesaplanmış ve entelektüel sermaye ile firma performansları arasındaki ilişki SPSS 27 programı ile korelasyon ve çoklu regresyon analizleri ile incelenmiştir.

1. TEORİK ÇERÇEVE

1.1 Entelektüel Sermaye

Günümüzde yaşanan rekabet yerel boyutları aşarak küresel boyutlara taşınmıştır. Kendilerine rekabet avantajı sağlamak isteyen işletmeler için entelektüel sermaye önemli bir yer tutar. Entelektüel sermaye kavramı, ilk olarak 1991 senesinde Thomas Stewart 'ın yazmış olduğu ''Beyin Gücü'' adlı makale sayesinde gündemde yerini almış ve daha sonraki zamanlarda önem kazanmıştır (Karacan ve Ergin, 2011: 75).

Entelektüel Sermaye, işletmelerin sunmuş oldukları finansal raporlarda açık bir şekilde belirtilmeyen ancak işletmelere değer katan bilgiye dayalı bir kaynak olarak görülmektedir. Bir kuruluş için değerli ve finansal olmayan tüm faktörler entelektüel sermaye içerisindedir (Jurczak, 2008: 38). Entelektüel sermaye işletmeler açısından müşteri ilişkilerini pay sahipleri ile olan ilişkiler, personellerin beceri ve yaratıcılıkları gibi önemli kavramları içerisinde barındırır (Özdemir & Balkan, 2010).

İşletmeler bir ağaca benzer nasıl ki bir ağacın kaliteli meyve verimi ve sağlıklı dalları ağacın toprak altında bulunan köküne yani dışardan görünmeyen kısmana bağlı ise, bir işletmenin başarısı da aynı şekilde görünmeyen varlıklara yani entelektüel sermaye diye tabir edilen varlıklara bağlıdır (Edvinsson & Malone, 1997).

Entelektüel sermaye, Bir işletmenin içerisinde bulunan maddi bilgi içermeyen bütün varlıklardır (Neo, 2009: 13).

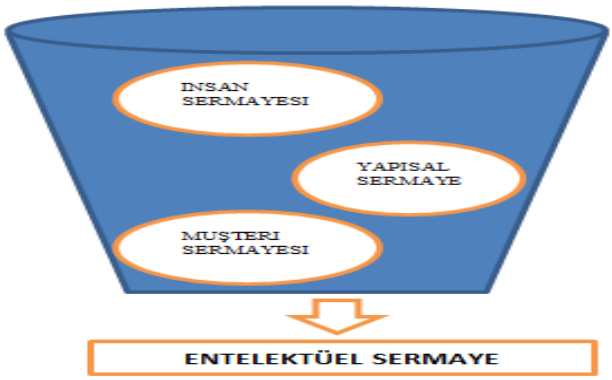
ROOS ve Diğerlerine göre Entelektüel sermayenin başlıca özellikleri aşağıda gösterilmiştir;

- İşletmenin sunmuş olduğu finansalar tablolar içerisinde bulunmayan saklı varlıkların tümü entelektüel sermaye içeriğidir. Bu sebeple organizasyonu oluşturan tüm paydaşların bilgileri ile beraber personellerin işten ayrılmaları halinde işletmede kalan bilgilerde entelektüel sermayeye dahil edilir.

- Entelektüel sermaye, Stratejik açıdan sürdürülebilir bir rekabet ve büyümenin sağlanmasında önemli yere sahiptir.
- Entelektüel sermaye açısından gerçekleşen artış ve azalışlar entelektüel performans olarak adlandırılır. (Roos, vd., 1997, s. 15).

Zaman içerisinde yapılan birçok araştırma sonucunda entelektüel sermayenin üç ana bileşenden oluştuğu ile ilgili genel bir tanı oluşmuştur. Bu bileşenler, müşteri sermayesi, insan sermayesi ve yapısal sermaye'dir. (Bontis, 2001: 437).

Şekil 5: Entelektüel Sermaye Oluşumu



Kaynak: Genç, 2018, S. 37.

1.2 İnsan Sermayesi

İşletmelerin insan sermayesi, müşterilerin başka bir işletme yerine bu işletmeyi tercih etmelerine neden olan ürün ve hizmetlerin işletmenin personellerinin bilgi, birikim ve yetenekleri ile şekillendirilerek yüksek katma değer oluşturulmasıyla sağlanır. İnsan sermayesinin temelinde işletmenin cansız bir varlık olmasından dolayı düşünemediği, kararlar alamadığı veya elinde bulunan kaynakları kontrol edemediği bunları ancak insanlar sayesinde gerçekleşebileceği düşüncesi yatar (Reed, 2000: 16, Özdemir & Balkan'dan, 2010).

Hermanson (1962), insanların varlıklarının ölçülebileceğini ve değerlendirilebileceğini savunmuştur. İnsanların performanslarının sadece bedensel çalışmalarına bakılarak değerlendirilmesinin yanlış olacağını, insanların bedensel performanslarından çok daha kıymetli başka etkinliklerinin olduğunu ve insanların gerçek değerlerinin ölçülerek işletmenin hazırlayacağı finansal tablolarda sunulması gerektiğine vurgu yapmıştır (aktaran Güney, 2011, s. 5).

İnsan sermayesi, entelektüel sermayenin içerisindeki diğer sermaye türlerine değer katan ve entelektüel sermaye performansını yükselten veya azaltan önemli bir sermaye türüdür. Özellikle soyut varlıklara etkinlik kazandıran finansal varlıkların uygulanabilirliğine olumlu etki eden işletmeyi tümüyle harekete geçiren önemli bir kavramdır. (Odabaşoğlu, 2019).

1.3. Yapısal Sermaye

Bir işletmenin temel yapı taşı olan yapısal sermaye, işletmenin rekabet açısından diğer işletmelere üstünlük kurmasını sağlayan en önemli etmenlerden birisidir. Yapısal sermaye, personellerin işyerinden ayrıldıklarında işletmede bıraktıklarının tamamı olarak tanımlanmıştır (Eren ve Akpınar, 2004, s. 10) . Yani insan sermayesi dışında kalan işletmeyi ilgilendiren tüm etmenler diyebiliriz.

Yapısal sermaye, kuruluşun süreklilik sağlayabilmesi için gerekli yöntemler, teknolojiler ve süreçlerdir (Alagöz ve Özpeynirci, 2007: 172).

Yapısal sermayenin başlıca iki hedefi vardır. Bunlar, bilgi kaybının önüne geçmek için bir takım tedbirler almak ve gerekli olan bilgi aktarımını sistemsel bir şekilde yönlendirmek diğeri ise çalışanların girdilere ve bilginin tümüne zamanında doğru bir şekilde erişebilmesini sağlamaktır (Stewart, 1997: 15).

1.4 İlişkisel Sermaye (Müşteri Sermayesi)

İşletmelerin faaliyette bulunduğu sırada etkileşim içinde olduğu insanlar ile olan ilişkilerinin değeri ilişkisel sermaye olarak adlandırılır. Müşteri sermayesi, insan ve yapısal sermayeye bağlı entelektüel varlıklara göre daha kolay ölçülebilir ve sayılabilir (Stewart, 2000, s.123).

İlişkisel Sermaye, organizasyon ile çevresindekiler arasındaki ilişkiyi inceleyen, düzenleyen ve yöneten tüm varlıkları kapsar. Resmi kuruluşlar, alıcılar, satıcılar ve pay sahipleri arasındaki ilişkilerin hepsini kapsayan sermaye türüdür (Bozbura ve Toraman, 2004, s. 57). Bu sermaye türünün gelişmesine etki eden önemli faktörler, kuruluşun müşteri tabanı, müşteriler ile arasındaki ilişkiler, müşteri gücü, marka seçkinliği gibi önemli unsurlardır (Duffy, 2000).

Bu sermaye türü geçmiş zamanda sadece müşteriler ile sınırlı tutulmuştur. Ancak ilerleyen zamanlarda müşteriler dışında pay sahipleri ile ilişkiler, satıcılar ile ilişkiler, yatırım yapacak kişiler ile ilişkiler gibi bileşenler ile anılarak iç ve dış yapının birleşimi olan ilişkisel sermaye kavramı ön plana çıkmıştır. (Roos & Roos, 2013).

1.5 Ante Pulic Modeli

Entelektüel sermaye kavramının sık sık gündeme gelmesi ile beraber bu varlıkların nasıl değerlendirileceği ile ilgili çeşitli yapılmıştır. Bu varlıkların değerlendirilmesi aşamasında Ante PULİC insan sermayesi, yapısal sermaye ve fiziksel sermaye kavramlarını kapsayan ‘’Entelektüel Katma Değer Katsayısı’’ modelini geliştirmiştir. Ante PULİC’in temel amacı bir organizasyon içerisinde bulunan entelektüel sermaye potansiyelinin etkinlik oranının öneminin ortaya çıkarılmasını sağlamaktır.

Entelektüel Katma değer katsayısının hesaplanma formülleri aşağıda gösterilmiştir; (Kayalı ve diğerleri 2007; Yörük ve Erdem 2008; Dönmez ve Erol 2016):

$VA=I+DP+D+T+M+R+WS$
İşletmenin Yarattığı Toplam Katma Değer = Faiz Giderleri + Amortisman Giderleri + Dağıtılmayan Karlar + Toplam Maaş ve Ücret Giderleri
$CEE=VA / Yatırım\ Tutarı$
Kullanılan Sermaye Etkinliği = İşletmenin Yarattığı Toplam Katma Değer / Yatırım Tutarı
$HCE = VA / HC$
İnsan Sermayesi Etkinliği = İşletmenin Yarattığı Toplam Katma Değer / İnsan Sermayesi
$SCE = SC / VA$
Yapısal Sermaye Etkinliği = Yapısal Sermaye / İşletmenin Yarattığı Toplam Katma Değer
Yapısal Sermaye = İşletmenin Yarattığı Toplam Katma Değer - İnsan Sermayesi

$VAIC = CEE + HCE + SCE$
Entelektüel Katma Değer Katsayısı = Kullanılan Sermaye Etkinliği + İnsan Sermayesi Etkinliği + Yapısal Sermaye Etkinliği

1.6 Entelektüel Sermaye ile Firma Değeri Arasında İlişki

Literatürde entelektüel sermaye ve firma değeri arasındaki ilişkinin ortaya çıkarılması adına bir çok çalışma yapılmıştır. Örneğin, Riahi-Belkaoui (2003) merkezleri ABD'de bulunan ve birçok ülkede faaliyet gösteren işletmelerin entelektüel sermaye ile performansı arasındaki ilişkinin ortaya çıkarılması için yaptıkları çalışmada bu iki değer arasında pozitif ilişkinin olduğunu ortaya çıkarmışlardır.

Chen vd. (2005) Tayvan'da işletmelerin piyasa değeri ve finansal performansı ile değer yaratma kabiliyeti arasındaki ilişkiyi incelemişlerdir. Araştırmada, entelektüel sermayenin etkinlik ölçüsü olarak Entelektüel Katma Değer katsayısı formülü kullanılmış ve kurumsal değer yaratma etkinliği ile firmaların PD/DD oranları arasındaki ilişkiyi ortaya çıkarabilmek için farklı regresyon analizlerinden yararlanılmıştır. Sonuç olarak entelektüel sermayenin piyasa değeri ve firma performansı üzerinde pozitif etkisi olduğunu ortaya çıkarmışlardır.

Bozbura (2004) yılında yaptığı çalışmada ise merkezi Türkiye'de bulunan işletmelerin entelektüel sermayenin ölçümü ve işletmelerin piyasa değerleri ile ilişkileri incelemiştir. Çalışmasında BİST'te işlem gören 280 işletmenin üst düzey yöneticilerine anket uygulayarak diğer araştırmacılardan farklı bir yol izlemiştir. Bu çalışma neticesinde insan sermayeleri ve ilişkisel sermayeleri ile piyasa değeri/defter değeri oranları arasında pozitif ilişkinin olduğu ve yapısal sermayeleri ile insan sermayeleri ve ilişkisel sermayeleri arasında da anlamlı bir korelasyon olduğu anlaşılmıştır.

Yörük ve Erdem (2008) BİST'te işlem gören Türk Otomotiv işletmeleri içerisinden 12 adet işletmenin performansını yine entelektüel katma değer katsayısı modelini kullanarak incelemişlerdir. Yapılan araştırma sonucunda bu işletmelerin entelektüel sermaye varlıklarının önemli bir unsur olması ve entelektüel sermaye kavramına değer göstermelerine rağmen, bu çalışmadaki işletmelerin performanslarının yüksek oranda fiziksel varlıklarına bağlı olduğu ortaya çıkmıştır.

Li ve Zhao (2018), 2003-2015 arasındaki dönemi kapsayan Çin'de faaliyet gösteren 1850 işletme üzerinde yaptıkları uzun soluklu çalışmalar neticesinde firma değeri ile entelektüel sermaye arasında herhangi bir ilişki tespit edememişlerdir, ancak organizasyonel sermaye ve entelekuel sermaye arasında ise pozitif ilişki tespit etmişlerdir.

2.YÖNTEM

Bu çalışmanın amacı olan entelektüel sermaye ve firma performansı arasındaki ilişkinin analiz edilebilmesi için araştırmanın evreni içerisinde BIST Sürdürülebilirlik endeksinde bulunan 64 işletme bulunmaktadır. İşletmeler arasından Banka ve Sigorta şirketleri çıkarılarak 53 işletme örneklem kapsamına alınmıştır. 53 işletmenin entelektüel sermayeleri Ante PULİC modeli olan entelektüel katma değer katsayısı ile hesaplanmıştır. Amprik analizlerde entelektüel sermayeyi oluşturan kullanıla sermaye etkinlik katsayısı, insan sermayesi entkinlik katsayısı ve yapısal sermaye etkinlik katsayısı bağımsız değişkenler olarak ele alınmıştır. Karlılık oranı (ROA), Verimlilik oranı (ATO), Piyasa Değeri (PD/DD) ve Tobin Q değeri ise bağımlı değişkenler olarak incelenmiştir. Ayrıca çalışmada Kaldıraç Oranı (LEV) ve Öz sermaye Getirisi (ROE) kontrol değişkeni olarak incelemerde yer almıştır.

- *4 adet Bağımlı değişken*

Karlılık - (ROA-Return On Assets)= Net kar / Toplam Varlıklar
Verimlilik - (ATO- Assets Turn-Over) = Net Satışlar / Toplam Varlıklar
Piyasa Değeri – (MB- Market to Book) = Piyasa Değeri / Defter Değeri

TobinQ Oranı – (TOBQ - The Q Ratio) = (Piyasa Değeri +Toplam Y.Kaynak) / Toplam Varlıklar

- *3 adet Bağımsız Değişkenler*

Entelektüel Sermayenin Hesaplanmasında Kullanılan Entelektüel katma Değer katsayısının 3 faktörü bağımsız değişkenlerdir. İnsan Sermayesi katsayısı, Yapısal Sermaye Katsayısı ve İlişkisel Sermaye Katsayısı.

- *2 adet Kontrol Değişkeni;*

Kaldıraç Oranı -(LEV - Leverange) = Toplam Borçlar/ Toplam Varlıklar
Özsermaye Getirisi – (ROE – Return On Equity) = Net kar / Özsermaye

- *Hipotezler;*

H 0 : Entelektüel Sermaye Unsurlarının, Firma Performansı üzerinde etkisi yoktur.
H 1 : Entelektüel Sermaye Unsurlarının, Firma Performansı üzerinde etkisi vardır.

- *Modeller;*

Model 1: MB = β0 + β1CEE + β2HCE + β3SCE + β4ROE + β5LEV + Є
Model 2: TOBQ = β0 + β1CEE + β2HCE + β3SCE + β4ROE + β5LEV + Є
Model 3: ROA = β0 + β1CEE + β2HCE + β3SCE + β4ROE + β5LEV + Є
Model 4: ATO = β0 + β1CEE + β2HCE + β3SCE + β4ROE + β5LEV + Є

3.BULGULAR VE TARTIŞMA

Tablo 2: Pearson Korelasyon Analizi

Pearson Korelasyon Tablosu

		CEE	HCE	SCE	PDDD	TOBQ	ROA	ATO	LEV	ROE
CEE	r	1								
	p									
HCE	r	-0,141	1							
	p	0,312								
SCE	r	-,394**	,612**	1						
	p	0,004	0,000							
PDDD	r	,545**	-0,210	-,506**	1					
	p	0,000	0,131	0,000						
TOBQ	r	0,227	-0,218	-0,177	0,266	1				
	p	0,101	0,116	0,205	0,054					
ROA	r	0,155	-0,022	0,114	-0,226	,330*	1			
	p	0,269	0,876	0,415	0,104	0,016				
ATO	r	,628**	-,292*	-,419**	,323*	,351**	,306*	1		
	p	0,000	0,034	0,002	0,018	0,010	0,026			
LEV	r	0,172	-,374**	-,512**	,422**	0,046	-,508**	0,256	1	
	p	0,219	0,006	0,000	0,002	0,743	0,000	0,064		
ROE	r	-0,203	0,057	0,248	-,738**	0,197	,480**	0,116	-,272*	1
	p	0,145	0,683	0,074	0,000	0,158	0,000	0,407	0,049	

p < 0,05 Anlamlı bir ilişki mevcut

r < ± 0.3 küçük düzeyde ilişki

* r = ± 0,3 ile 0.5 arası ise orta düzeyde ilişki

** r > ± 0,5 ise yüksek düzeyde ilişki

- Korelasyon Analizine göre kullanılan sermaye etkinlik katsayısı ve firma performansı arasında Öz sermaye Getiri (ROE) değeri hariç pozitif yönlü ve genel olarak orta düzeyde anlamlı ilişki mevcuttur.

- İnsan Sermayesi etkinlik katsayısı ile firma performansı ölçütleri arasında ise kullanılan sermaye etkinlik katsayısının tam tersine Öz sermaye Getiri (ROE) değeri hariç negatif yönlü ve genel olarak düşük düzeyde ilişki bulunmaktadır.

- İşletmelerin yapısal sermaye etkinlik katsayıları ile 4 değer arasında negatif 2 değer arasında pozitif yönlü ve genele bakıldığında orta düzeyde anlam içeren bir ilişki mevcuttur.

Tablo 2:Model 1 PD/DD Çoklu Regresyon Analizi

MODEL 1 : PD/DD ÇOK REGRESYON ANALİZİ							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model 1 : PD/DD	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1,497	2,918		0,513	0,610		
CEE	4,505	1,061	0,337	4,247	0,000	0,818	1,222
HCE	0,025	0,082	0,028	0,299	0,766	0,599	1,669
SCE	-4,959	2,932	-0,181	-1,691	0,097	0,449	2,227
LEV	3,195	2,262	0,121	1,412	0,165	0,704	1,420
ROE	-1,063	0,137	-0,594	-7,777	0,000	0,881	1,135
SİG.	**0,000**						
DURBİN WATSON	**2,207**						
Adjusted R square	**0,733**						

- Araştırmamızın 1.modeli olan Piyasa değeri ile entelektüel sermaye katsayıları arasındaki ilişki incelenmiş ve genel olarak anlamlı bir ilişkili bulunmuştur . Kullanılan sermaye etkinlik katsayısı, İnsan sermayesi Etkinlik katsayısı ve kontrol değişkeni olan Kaldıraç Oranı (LEV) arasında pozitif yönlü bir ilişki mevcutken Yapısal Sermaye Etkinlik katsayısı ve Öz Sermaye Getirisi(ROE) değeri arasında negatif yönlü bir ilişki bulunmuştur. Sonuç olarak kullanılan sermaye etkinlik katsayısı ve insan sermayesinde oluşacak 1 birimlik artış işletmenin piyasa değeri üzerinde artışa sebep olacaktır.

Tablo 3:Model 2 TOBQ Çoklu Regresyon Analizi

MODEL 2: TOBQ REGRESYON ANALİZİ							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model 2: TOBQ	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	1,274	0,657		1,940	0,058		
CEE	0,386	0,239	0,240	1,616	0,113	0,818	1,222
HCE	-0,019	0,019	-0,176	-1,014	0,316	0,599	1,669
SCE	-0,154	0,660	-0,047	-0,233	0,817	0,449	2,227
LEV	-0,042	0,509	-0,013	-0,082	0,935	0,704	1,420

ROE		0,057	0,031	0,264	1,843	0,072	0,881	1,135
SİG.	**,155[b]**							
DURBİN WATSON	**2,175**							
Adjusted R square	**0,062**							

- Araştırmamızın 2.modeli olan entelektüel sermaye ile Tobin Q işletme performansı değeri arasındaki ilişkinin analizinde bulunan değerlerden anlamlı olmayan bir ilişki olduğu anlaşılmıştır. Entelektüel sermaye unsurlarının Tobin Q modeli ile ölçülen işletme performanslarına çok küçük oranda etki ettiği ve kullanılan sermaye etkinlik katsayısı dışında negatif yönlü bir ilişki olduğu gözlenmiştir.

Tablo 4: Model 3 ROA(karlılık) Çoklu Regresyon Analizi

MODEL 3 : ROA REGRESYON ANALİZİ							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model 3:ROA	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	0,232	0,080		2,896	0,006		
CEE	0,075	0,029	0,290	2,583	0,013	0,818	1,222
HCE	-0,003	0,002	-0,183	-1,390	0,171	0,599	1,669
SCE	-0,018	0,081	-0,034	-0,227	0,821	0,449	2,227
LEV	-0,273	0,062	-0,532	-4,387	0,000	0,704	1,420
ROE	0,014	0,004	0,414	3,820	0,000	0,881	1,135
SİG.	**,000[b]**						
DURBİN WATSON	**2,133**						
Adjusted R square	**0,462**						

- Araştırmamızın 3.modeli olan Karlılık (ROA) değerleri ile entelektüel sermaye arasında istatiksel olarak anlamlı bir ilişki tespit edilmiştir. Kullanılan sermaye etkinlik katsayısı ve Özsermaye (ROE) getirisi dışında diğer etkinlik katsayıları ve kaldıraç oranı (LEV) ile negatif yönlü bir ilişki tespit edilmiştir.

Tablo 5: Model 4 ATO (Verimlilik) Çoklu Regresyon Analizi

Model 4 : ATO REGRESYON ANALİZİ							
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model 4 : ATO	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	0,295	0,615		0,481	0,633		
CEE	1,222	0,223	0,603	5,468	0,000	0,818	1,222
HCE	-0,012	0,017	-0,093	-0,718	0,476	0,599	1,669
SCE	-0,556	0,618	-0,134	-0,900	0,373	0,449	2,227
LEV	0,540	0,477	0,135	1,133	0,263	0,704	1,420

ROE		0,085	0,029	0,314	2,952	0,005	0,881	1,135
SİG.	**,000[b]**							
DURBİN WATSON	**1,733**							
Adjusted R square	**0,533**							

- Araştırmamızın 4.modeli olan Verimlilik (ATO) değerleri ile entelektüel sermaye arasında istatiksel olarak yüksek derece anlamlı bir ilişki tespit edilmiştir. İnsan sermayesi etkinlik katsayısı ve yapısal sermaye etkinlik katsayısı ile negatif yönlü ilişki tespit edilirken diğer değerler ile pozitif yönlü ilişki tespit edilmiştir.

SONUÇ VE ÖNERİLER

Entelektüel sermaye son zamanlarda işletme değerlemeleri açısından en çok konuşulan konular arasında yer almaktadır. Birçok araştırmacı entelektüel sermayenin işletmelere rekabet avantajı sağladığı konusunda hemfikirdirler. Günümüz koşullarında firmaların sadece finansal performanslarına bakmak onların değerini net olarak sergilememektedir. Bu yüzden işletmelerin maddi olmayan varlıklarıyla beraber değerlendirilmesi hissedarlar, müşteriler, ortak olabilecekler kısaca tüm paydaşlar açısından önemlidir.

Bu çalışmanın temel amacı entelektüel sermayenin ve firma performansı üzerindeki etkisini araştırmaktır. BIST Sürdürülebilirlik Endeksi içerisinde bulunan 53 işletmenin 2021 yılı raporlarından yararlanılarak entelektüel katma değer katsayıları hesaplanmıştır. BIST Sürdürülebilirlik endeksinin seçilmesinde amaç endekse girmek için işletmelerin taşıması gereken bazı kriterlerin entelektüel sermaye faktörleri ile ilişkili olabileceği düşüncesi ve sürdürülebilirlik raporları sunan işletmelerin entelektüel sermayeye daha çok önem verebileceği düşüncesindendir. 53 işletmenin entelektüel katma değer katsayıları ile firma performansı arasında ilişkinin analiz edildiği çalışmamızda firma performansı ölçütleri olarak karlılık, verimlilik, Tobinq ve Piyasa değeri oranları ele alınmıştır.Amprik analizlerde korelasyon ve çoklu regresyon analizlerinden faydalanılmıştır. Yapılan analizler sonucunda entelektüel firma performansı ve entelektüel sermaye unsurları arasında anlamlı ilişkiler tespit edilmiştir. Bu anlamlı ilişkilerin yanı sıra kısmen pozitif yönlü ilişki bulunmuştur. İşletmelerin piyasa değerleri ile defter değerleri arasıda oluşan farkın nedenleri arasında entelektüel sermayenin önemli bir yeri olduğu aşikardır. İşletmelerin bilgiye daha fazla önem vererek hem rekabet üstünlüğü sağlayabilecekleri hem de daha fazla katma değer yaratabilecekleri ve işletmelerin öncelikli hedefleri arasında bulunan süreklilik sağlayarak karı maksimize etme konusunda daha başarılı olabilecekleri aşikardır.

Bu araştırmaya ek olarak aşağıda belirtilen faktörler eklenerek araştama genişletilebilir;

- İşletme sayısının daha fazla olduğu araştırmalar yapılabilir,
- Daha uzun yılları kapsayan çalışmalar yapılabilir,
- Farklı performans değerleme ölçütleri eklenerek araştırma yapılabilir.

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Toplum 5.0 Perspektifinden Sürdürülebilirlik

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ÖZET

Bu çalışmanın amacı sürdürülebilir kalkınma hedefleri bağlamında Endüstri 4.0 ve Toplum 5.0 kavramlarının fiili gelişim yönleri hakkında genel bilgiler sunmak ve teorik bir çerçeve çizmektir. Bu bağlamda Endüstri 4.0 ve Toplum 5.0 literatürü ele alınarak, alanda yapılan çalışmalar değerlendirilmiştir ve sürdürülebilir kalkınma hedeflerine katkısını incelenmiştir. Ayrıca sürdürülebilirlik ve Toplum 5.0 arasındaki ilişkiyi incelemek ve literatürde yapılan çalışmaları ortaya çıkarabilmek için bibliyometrik bir analizden de faydalanılmıştır. Bu sayede Toplum 5.0'ın sürdürülebilir kalkınma hedefleri ve amaçları ile toplumların refahı üzerinde önemli bir etkisi olup olmadığı ortaya çıkartılması amaçlanmıştır.

Anahtar Kelimeler: Toplum 5.0, Endüstri 4.0, Sürdürülebilirlik, SKH

Sustainability From Society 5.0 Perspective

ABSTRACT

The aim of this study is to provide general information about the actual development aspects of the concepts of Industry 4.0 and Society 5.0 in the context of sustainable development goals and to draw a theoretical framework. In this context, the Industry 4.0 and Society 5.0 literature has been discussed, the studies in the field have been evaluated and its contribution to the sustainable development goals has been examined. In addition, a bibliometric analysis was also used to examine the relationship between sustainability and Society 5.0 and to reveal the studies in the literature. In this way, it is aimed to reveal whether Society 5.0 has a significant impact on the sustainable development goals and objectives and the welfare of societies.

Keywords: Society 5.0, Industry 4.0, Sustainability, SDG

1. GİRİŞ

Sanayi devrimi ile birlikte yaşamımızı değiştirmeye başlayan endüstrileşme, radikal değişimlerle beraber gelişimini hızla devam ettirmektedir. Endüstrileşme ile birlikte süreci yakalayan toplumlar ve örgütler refah seviyelerini artırmış, rekabetçi bir yapı elde etmişlerdir. Bilimsel ve teknolojik ilerleme, bir yanda toplumların ve örgütlerin gelişmesine olanak sağlarken diğer yandan dünya çapında çevresel koşulların ağırlaşmasına ve sosyo-ekonomik gerilimlere yol açmıştır. Nitekim Endüstrileşme çabaları ile ortaya çıkan olumsuz çevre koşulları, sürdürülebilir kalkınma görevini de zorlaştırmaktadır. Çoğu ülkede sosyal ve ekonomik programların temel görevlerinin yerine getirilmesi, nüfusun refahını artırmakta, ancak gerekli yaşam kalitesini sağlayamamaktadır. Böyle bir durum, ekonomik kalkınma alanında teknolojik ilerlemeyi sağlama süreci olarak modernleşmesinin özünü ve yönünü belirlerken, bir yandan da emisyon ve kaynak kullanımı, işsizlik ve yeni sosyal zorlukları da beraberinde getirmektedir (Salimova vd., 2020: 48). Modern dünyanın problemi olarak ortaya çıkan bu durumun post modern dünyadaki yaklaşımlarla sürdürülebilir bir yapıya sahip olan Toplum 5.0 kavramı ile giderilmesi hedeflenmektedir.

Bu çalışmada, Toplum 5.0 ile sürdürebilirlik arasındaki ilişkiyi belirlemek için sürdürülebilir kalkınma hedeflerinden (SKH) faydalanarak bir değerlendirme yapılmaktadır. Bu sayede teknolojinin yıkıcı tarafının Toplum 5.0 ile nasıl tersine çevrildiği ve toplum için dijitalleşmenin nasıl mümkün olacağı ele alınmaktadır. Çalışma kapsamında Toplum 5.0'ın daha iyi anlaşılabilmesi için ilk olarak Endüstri 4.0 kavramı ele alınmıştır. Bu sayede Toplum 5.0'ın ortaya çıkışının arkasında yatan nedenler ortaya koyulmaya çalışılmıştır. Sonrasında Toplum 5.0 kavramı ve Toplum 5.0'ın sürdürülebilir kalkınma hedefleri arasındaki bağlantı ele alınmıştır. Toplum 5.0 ve sürdürülebilirlik arasındaki ilişkiyi ortaya çıkartabilmek için Web of Science veri tabanından elde edilen verilen ışığında Vosviewer yazılım programı kullanılarak anahtar kelime analizi gerçekleştirilmiştir. Yine çalışma kapsamında ikincil verilerden faydalanarak Toplum 5.0 ve sürdürülebilir kalkınma hedefleri karşılaştırılmıştır. Bu sayede Toplum 5.0'ın sürdürülebilir kalkınma hedeflerine (SKH) hizmet ettiği ve iki yapının da aynı amaç doğrultusunda çalıştığı ortaya çıkartılarak farkındalık oluşturulmak istenmiştir.

2. TEORİK ÇERÇEVE

2.1.ENDÜSTRİ 4.0

İlk sanayi devrimi (1.0), 18. yüzyılda daha yüksek derecede makineleşmeyi mümkün kılan su buharı enerjisi ile başlamıştır. 19. yüzyılda buhar enerjisinin yerini elektrik almış ve 1870 yılında Cincinnati'de ilk mekanize mezbahanın inşa edilmesi ikinci sanayi devriminin (2.0) başlangıcı olarak kabul edilmiştir. Üçüncü sanayi devrimi (3.0), elektronik ve bilgi-iletişim sistemlerinin kullanımı ve bunlara dayalı olarak üretim süreçlerinde otomasyonun tam olarak uygulanmasıyla damgasını vurmuş ve 1969'da PLC'nin (Programmable Logic Controller) icadı üçüncü sanayi devrimini başlatmıştır (Drljaca vd., 2020).

Endüstri 4.0 ise diğer üç sanayi devriminin devamı olarak, Nesnelerin İnterneti (IoT) teknolojilerinin, üreticilerin tamamen dijitalleştirilmiş, bağlantılı, akıllı ve merkezi olmayan değer zincirlerinden yararlanmasını sağlayan endüstriyel değer yaratma entegrasyonunu ifade etmektedir (Kiel, 2017). İmalat endüstrilerinin hızlı dijital dönüşümünü ifade eden Endüstri 4.0, 2011 yılında Almanya tarafından başlatılmıştır. Endüstri 4.0, Siber-Fiziksel Sistem (CPS) olarak bilinen tüm modern üretim araçlarını kullanarak otomasyon üretimi yoluyla endüstri gelişimi için bir teşviki temsil etmektedir (Drljaca vd., 2020).

Teknoloji odaklı bir sanayi devrimi olan Endüstri 4.0, son yıllarda teknoloji, endüstriler ve toplumsal kalıplar ve süreçlerdeki hızlı değişimi kavramsallaştırmaktadır. Endüstri 4.0, büyük veri analitiği, yapay zeka ve dijital ikizin ortaya çıkması ve gelişmesiyle üretim verimliliğini ve kalitesini daha yüksek bir düzeye çıkarmaktadır (Huang vd., 2022: 424). Endüstri 4.0

~~paradigması,~~ fiziksel unsurların birbirine ve internete bağlanması olarak ele alınmaktadır. Bu paradigmada, bilgi iletişim teknolojisi sistemleri ve sensörleri tarafından toplanan ve üretilen veriler, üretim sürecinin hızlanması için olası sorunlara ve eksikliklere anında müdahale edecek şekilde sunulmaktadır (İrge ve Yazıcı, 2020: 5).

Akıllı fabrika ve Endüstri 4.0 kavramlarının temeli, siber-fiziksel sistemlerin üretime yoğun bir şekilde girmesine ve üretim sürecinde makineler arasındaki etkileşim hacminin yapay zeka ile donatılarak artırılmasına dayanmaktadır. Bu değişiklikler, üretimde bir artışa, ürün kalitesinin iyileştirilmesine ve üretim maliyetlerinin düşürülmesine olanak tanımaktadır. Tüm bu faktörler, işletmelerin rekabet gücünü de büyük ölçüde artırmaktadır (Salimova vd., 2020: 49).

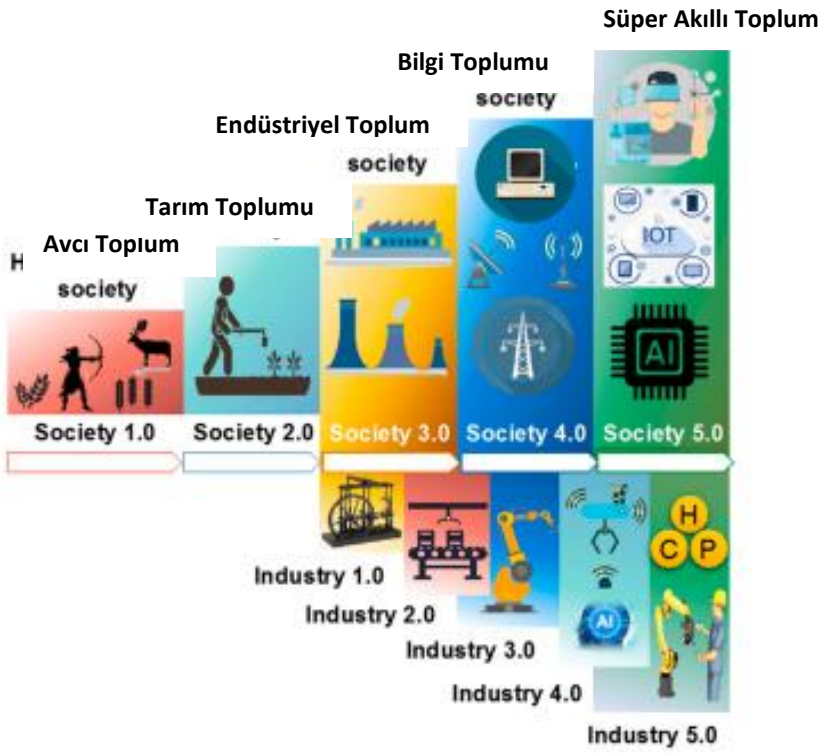
Maliyetlerin düşürülmesi, yapay zekaya bağlı makinelerle sıfır hata, müşteriye özel ürünlerin zamanında tedarik edilmesi gibi pek çok avantaj Endüstri 4.0 sayesinde iş hayatına girmiştir. Bununla birlikte, endüstriyel üretimin robotlaşması otomatik olarak olumsuz sosyal sonuçlara, yani işlerin azalmasına da yol açmaya başlamıştır. Bu sorunun çözümü akıllı fabrikalar ve Endüstri 4.0 kavramının kapsamı dışında yer almaktadır. Böyle bir yapı içerisinde insanlar çalışıp para kazanamıyorsa, akıllı fabrikaların ürettiği o ürünlerin kimler tarafından ve nasıl satın alınacağı ile ilgili büyük bir endişe ortaya çıkmaktadır. Japonya'nın kabul ettiği ve önceliğini bilim, teknoloji, inovasyon ve Birleşmiş Milletler Sürdürülebilir Kalkınma Hedefleri doğrultusunda planlayan Toplum 5.0 ile bu sorunun çözülmesi planlanmaktadır. Toplum 5.0, işsizlik, yoksulluk, hava kirliliği başta olmak üzere birçok sorunun yapay zekanın önderliğinde çözüleceğini öne süren bir kavram olarak karşımıza çıkmaktadır (Zengin vd., 2021: 3; Salimova vd., 2020: 49).

2.2.TOPLUM 5.0

Toplum 5.0, teknolojik ilerlemelerle farklılaşan ihtiyaçlara ve sosyal sorunlara sürdürülebilir çözümler üreten, süper akıllı, insan merkezli, bilgi yoğun bir toplum vizyonu olarak ele alınmaktadır (Smuts ve Van de Merwe, 2022: 3). Toplum 5.0, Ocak 2016 yılında Japon Hükümeti tarafından Beşinci Bilim ve Teknoloji Planı (2016-2020)'nda sürdürülebilir bir toplum oluşturmayı hedeflemek ve belirli bir siber fiziksel sisteme dayalı olarak bireylerin güvenlik ve konforlarına katkıda bulunmak üzere ortaya çıkmış bir kavramdır. Toplum 5.0 kavramı, Japonya'da ekonomik ilerlemeyi sosyal sorunların (örneğin yaşlılık eğilimi, düşük doğum oranları, rekabet eksikliği, karbon emisyonlarının azaltılması) çözümü ile dengelemek için önerilmiştir (Huang vd., 2022: 425; Narvaez Rojas vd., 2021; Shiroishi vd., 2018: 92).

Endüstri 4.0'dan Toplum 5.0'e nasıl geçildiği ele alındığında, dönüşüm süreci genel itibariyle dört evreden meydana gelmektedir. Bir toplumdan diğerine geçiş sırasında tüm toplumsal düzeylerde değişimler meydana gelmektedir. Şekil 1.'de gösterildiği gibi, toplumsal değişim genellikle sanayi devrimlerini takip etmektedir.

Şekil 1. Toplum Dönüşümü ve Endüstri Evrimi



Kaynak: Huang vd., 2022: 425.

Şekil 1.'e göre insan toplumu dört dönüşümden geçmektedir. Bunlar, avcı-toplayıcı toplum (Toplum 1.0), tarım toplumu (Toplum 2.0), endüstriyel toplum (Toplum 3.0), bilgi toplumu (Toplum 4.0) ve şu anda süper akıllı ve insan merkezli bir topluma (Toplum 5.0) doğru bu dönüşüm sıçramaktadır. Sanayi devrimi, sanayi toplumundan başladı ve ileri teknolojilerle desteklenen nispeten kısa bir zaman diliminde dört devrim yaşadı ve şu anda Şekil 1'in alt kısmında gösterildiği gibi bir sonraki sanayi devrimine, yani endüstri 5.0'a geçiş yapıldığı görülmektedir (Huang vd., 2022: 425). Bu sanayileşme dönemleri yalnızca büyük bir ekonomik etki oluşturmakla kalmamış, aynı zamanda feodalizme dayalı sınıflı bir toplumun yerini maddi mallar tarafından belirlenen sınıflı bir toplumun alması nedeniyle muazzam toplumsal dönüşümler oluşturmuştur. Sanayileşmenin farklı aşamaları, küresel kentleşmeyi pekiştirmiş ve sanayileşmenin bir sonucu olarak girişimcilik sektörü, ürünlerini satarak ve işgücüne düşük fiyatlar ödeyerek büyük bir zenginlik elde etmiştir. Bu şekilde, sanayi devrimlerinin her biri, Toplum 5.0 kavramı tarafından tasavvur edilen beş toplumun sınıflandırılmasında önemli bir etkiyi temsil etmektedir (Narvaez Rojas vd., 2021).

Toplum 5.0, insan yaşam kalitesini iyileştirme hedefiyle daha verimli ve dengeli bir toplum oluşturmayı hedefleyen bir girişimdir (Şekil 2). Bu amaca ulaşmak için sosyal teknolojik yeniliği kullanan reform, yüksek oranda beklenen zorunluluktur. Toplum 5.0'ın temel ilkesi, sosyal sorunları siber alan ve fiziksel alanın entegre bir platformu aracılığıyla çözerek ekonomik kalkınmayı dengeleyen insan merkezli bir toplumu vurgulamaktır (Roring ve How, 2022: 74).

Şekil 2. Toplum 5.0'ın Hayatla Etkileşimi
Kaynak: BTK, 2022: 17.

Süper Akıllı Toplum, insan toplumunda avcı/toplayıcı, kırsal/tarımsal, endüstriyel ve bilgiden sonra beşinci gelişim aşaması olarak konumlandırılmakta ve bu toplumun çeşitli ihtiyaçlarına ayrıntılı olarak katılan dijital teknolojilerle bağlantılı sürdürülebilir bir toplumu temsil etmektedir. Buna göre yaş, cinsiyet, bölge, dil vb. ayrımı yapılmadan ihtiyaç duyan kişilere, ihtiyaç duydukları anda, ihtiyaç duydukları miktarda, gerekli mal veya hizmetlerin sağlanması amaçlanmaktadır (Shiroishi vd., 2018: 92). Toplum 5.0'ın ilkesi, toplumun en yoksulundan en zenginine kadar tüm katmanları için akıllı teknolojilerin kullanımına dayanarak, sürdürülebilir kalkınma hedefleri göz önünde bulundurularak toplumun siber alan ve fiziksel alan arasında daha yüksek bir örtüşme düzeyine ulaşmasını sağlamaktır (Roring ve How, 2022: 74).

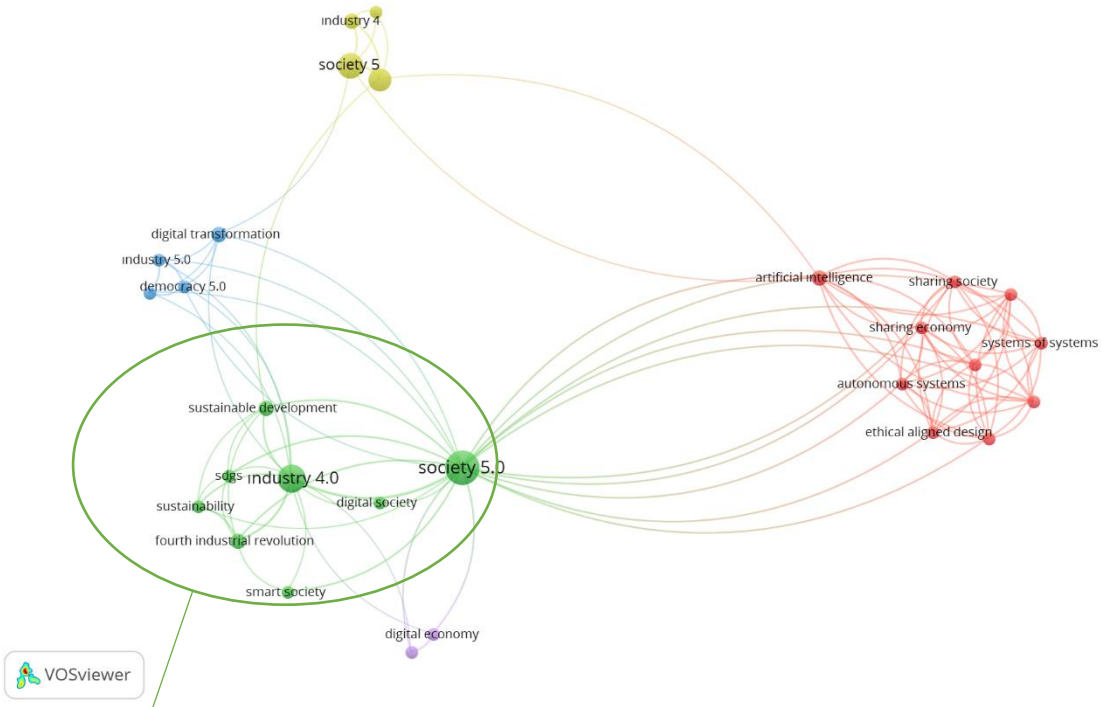
3. TOPLUM 5.0 VE SÜRDÜRÜLEBİLİRLİK

Brundtland Komisyonu sürdürülebilirliği: "Sürdürülebilir kalkınma, gelecek nesillerin kendi ihtiyaçlarını karşılama yeteneğinden ödün vermeden bugünün ihtiyaçlarını karşılayan kalkınma" olarak tanımlamaktadır. Bu tanım, gelişmekte olan veya gelişmiş tüm ülkelerde sürdürülebilirlikle ilgili oldukları için hem ekonomik hem de sosyal kalkınmaya odaklanmaktadır (Smuts ve Van de Merwe, 2022: 4). Sürdürülebilir Kalkınma Hedefleri ise (SDG'ler-SKH), çevresel, sosyal ve insani gelişme hedeflerinden oluşan entegre bir gündem olarak değerlendirilmektedir. Bu çerçeve 17 amaç ve 169 hedef içeren bir yapıdan oluşmaktadır (Kasinathan vd., 2022). Toplum 5.0, Japonya'nın kalkınma sistemi olsa da, hedefleri UNDP (Birleşmiş Milletler Kalkınma Programı) Sürdürülebilir Kalkınma Hedefleri (SDG'ler-SKH) ile eşdeğer olduğundan Japonya ile sınırlı değildir. Düzenlemeler, ülkenin veya bölgenin mali durumuna veya sosyal temeline bağlı olarak değişiklik gösterecek olsa da, SKH'ler genel iyileştirme hedefleri olarak ele alınmaktadır. Toplum 5.0, Japonya'nın SKH ile karakterize edilen hedeflerin bir bölümünü anlamakla başa çıkma yöntemidir. Bu arada, Japonya'nın karşı karşıya olduğu toplumsal zorluklar, örneğin olgunlaşan bir nüfus, azalan doğum oranı, azalan nüfus gibi birçok sorun farklı ülkelerin de sorunu olarak ele alınmaktadır. Bu açıdan Japonya, bu zorluklarla karşılaşan ülkelerin başında gelmektedir. Toplum 5.0 aracılığıyla bu zorlukların ilk hedefleri aracılığıyla ve dünya için bu cevapları sunarak Japonya, dünya çapındaki karşılaştırmalı zorlukların çözümüne ve SKH'lerin gerçekleştirilmesine katkıda bulunabilir (Onday, 2019).

Toplum 5.0 kavramının hangi konularla birlikte ele alındığını ve sürdürülebilirlik arasındaki ilişkiyi ortaya çıkarabilmek için WOS (Web of Science) üzerinden elde edilen veriler

Vosviewer yazılım programı ile anahtar kelime analizi yapıldığında karşımıza aşağıdaki görsel çıkmaktadır (Şekil 3):

Şekil 3. Toplum 5.0 ve Sürdürülebilirlik Arasındaki İlişkiyi Gösteren Bibliyometrik Anahtar Kelime Analiz Haritası



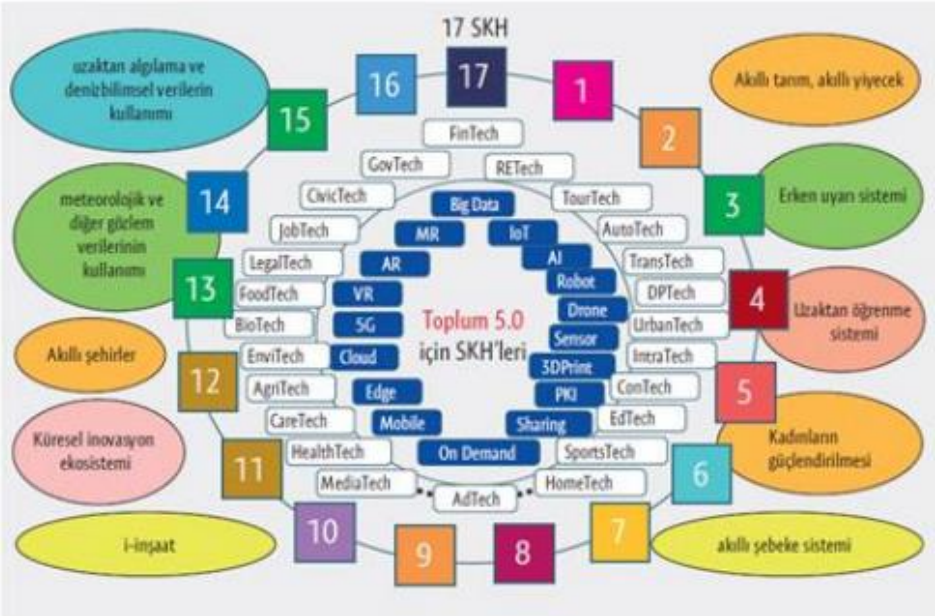
Toplum 5.0 ve Sürdürülebilirlik

Şekil 3 Toplum 5.0'in hangi konularla çalışıldığını belirlemek adına Web of Science veri tabanından elde edilen veriler ışığında Vosviewer yazılım programı kullanılarak yapılan anahtar kelime analizini göstermektedir. Analiz sonucunda yeşil kümede yer alan çalışmaların genel itibariyle Toplum 5.0 ile sürdürülebilirlik arasındaki ilişkiyi inceleyen çalışmalardan oluştuğu görülmektedir. Buna göre Toplum 5.0 ile, tüm vatandaşların dinamik olarak dahil olması, çeşitli sistemlerde dijital teknolojilerin tanıtılması ve bunların uygulanmasının hızlandırılması amaçlanmaktadır. Bu nedenle, sürdürülebilir kalkınma, sürdürülebilirlik sağlanabilmesi, geleceğin garanti altına alınması ve sorunlara acil çözüm üretebilmek için ve toplumun yaşam kalitelerinin yükseltilmesinde birey-teknoloji ilişkisi ve Toplum 5.0 kavramının ve potansiyelinin derinleştirilmesi gerekmektedir (Tavares ve Azevedo, 2021; Wahyuningtyas vd., 2022; Carayannis vd., 2023). Carayannis ve Morawska-Jancelewicz (2022) tarafından yapılan çalışmada ise Toplum 5.0, yaşam kalitesini, sosyal sorumluluğu ve sürdürülebilirliği iyileştirmek için teknolojinin ve Endüstri 4.0 sonuçlarının teknolojik entegrasyon ile etkilerinden yararlanarak insanı inovasyonun orta noktasına yerleştirmeyi amaçladığı belirtilmektedir. Yazarlara göre bu çığır açan bakış açısı, Birleşmiş Milletler Sürdürülebilir Kalkınma Hedefleri'ndeki hedeflerle ortak noktalara sahiptir.

Şekil 4, Toplum 5.0'ın ekonomik büyümeyi, sosyal adaleti ve çevre korumayı teşvik etmeye yönelik 17 Sürdürülebilir Kalkınma Hedefini (1. Yoksulluğun ortadan kaldırılması, 2. Açlığın son bulması, 3. Sağlık ve bakım, 4. Nitelikli eğitim, 5. Cinsiyet eşitliği, 6. Temiz su ve hijyen, 7. Yenilebilir temiz enerji, 8. İnsana yakışır iş ve sürdürülebilirlik, 9. Sürdürülebilir inovasyon, 10. Atıkların azaltılması, 11. Sürdürülebilir şehirler ve toplumlar, 12. Sürdürülebilir tüketim ve

üretim, 13. İklim koruma, 14. Sürdürülebilir kalkınma için deniz ve okyanusları koruma, 15. Doğal yaşamı koruma, 16. Barış, adalet ve güçlü kurumsallaşma, 17. Amaçlarda birlik ve işbirliği) göstermektedir (Roring ve How, 2022: 75; https://sdgs.un.org/goals).

Şekil 4. Toplum 5.0 ve Sürdürülebilir Kalkınma Hedefler



Kaynak: BTK, 2022.

Toplum 5.0'ın amacı, tüm insanların kendi mutluluklarını ve yaşam tarzlarını takip etmelerini sağlamak ve sosyal sorunların çözümü yoluyla doğa ile uyum içinde sürdürülebilir kalkınmayı sağlamak için hayal gücünü ve yaratıcılığı serbest bırakarak üzerlerine düşeni yapmalarını sağlamaktır. Şekil 4 incelendiğinde, Toplum 5.0'ın küresel sorunları çözmek ve sürdürülebilir toplumlar oluşturmak için Birleşmiş Milletler tarafından benimsenen SKH'lerle uyumlu olduğu görülmektedir (Keidanren, 2018). Buna göre yeni nesil girişimcilerin, yenilikçi ve akıllı teknolojileri kullanarak işlerini başlatma olasılıklarının daha yüksek olması beklenmektedir. Bu yenilikler, amaca ulaşma yolunda zeka, yetkinlik, gelir, cinsiyet, sosyo-ekonomik durum veya başka herhangi bir sınırlama olmaksızın toplum tarafından kullanılacaktır (Roring ve How, 2022: 75).

Toplum 5.0'ın SKH'lerin gerçekleştirilmesine yönelik katkılar da dahil olmak üzere hangi sektöre odaklanması gerektiği ve sektöre özgü hangi reformları oluşturması gerektiği aşağıdaki tabloda gösterilmiştir. Yine tabloda Toplum 5.0'ın önem verdiği sektöre yönelik amaçlarının hangi sürdürülebilir kalkınma hedefleri maddelerine karşılık geldiği de belirtilmiştir (Keidanren, 2018: 14-20):

Tablo 1. Sürdürülebilir Kalkınma Hedefleri Doğrultusunda Toplum 5.0'ın Odaklanması Gereken Sektörler

Sektörler	17 SKH'den İlgili Madde	Sektöre Özgü Reformlar
Şehirler ve Bölgeler	3., 4., 5., 6., 8., 11., 12., 13.	Farklı yaşam tarzlarını ve iş başarısını kolaylaştırmak için kentsel (yüksek yoğunluklu) ve taşra (düşük yoğunluklu) yaşam biçimleri çeşitlendirmek ve bu seçeneklerin sunduğu cazibe ve yaşam kalitesi artırmak. Kentsel alanlarda enerji, ulaşım, insan akışları, lojistik, atık vb. verileri daha akıllı çözümlere olanak sağlamak için paylaşmak.

Enerji	7., 9., 13.	Akıllı şehirler ve merkezi olmayan topluluklar da dahil olmak üzere her yerde sürdürülebilir yaşamları gerçekleştirmek için enerji karışıklığını değiştirmek ve verimli enerji ağları oluşturmak için veriler kullanmak. Geleneksel enerji ağlarına bağlı olmayan şebeke dışı sistemleri, enerji kullanımı için bir seçenek haline getirmek. Uygun maliyetli, güvenilir enerjiyi herkes tarafından kullanılabilir hale getirmek.
Afet Önleme ve Hafifletme	3., 6., 11., 13.	Toplum 5.0 ile afetlere açık, savunmasız altyapıya sahip bölgelerde yaşam standartlarını ve dayanıklılığı iyileştirmeye yardımcı olmak ve dijital teknolojilerden faydalanmak.
Sağlık (sağlık, tıp ve hemşirelik)	3.	Sağlık, tıp ve hemşirelik dahil olmak üzere yaşam boyu sağlık hizmetlerini dönüştürmek. Bireysel fiziksel özelliklerin ve faaliyetlerin dijitalleştirilmesi ve yaşam mekanizmalarının biyoteknolojik araştırmasındaki ilerleme gibi teknolojik eğilimleri, bakıma ihtiyacı olan herkese uygun zamanlarda gerekli ilgiyi sağlamak için kullanmak. Kaliteli sağlık hizmetlerine erişim artırmak yeni nesil yüksek hızlı iletişim ağları, yapay zeka tabanlı tıp ve sağlıklı yaşam destek hizmetleri ve teletıp teşvik etmek ve bireylerin kendi yaşam aşaması verilerini aktif olarak kullanmaları ve yönetmeleri için sistemler kurmak. Bu şekilde herkes için sağlıklı bir yaşam sağlamak.
Tarım ve Gıda	2., 12., 14., 15.,	Uzaktan izleme ve kontrol, tarım robotları ve sahadaki tarımsal işler için otonom dronlar gibi en son teknolojilerden tam olarak yararlanmak. Aynı zamanda, özel şirketler, gençlik ve tarım teknolojisi girişimleri dahil olmak üzere çeşitli aktörlerin katılımıyla çalışma saatlerini azalacak, iş verimliliği önemli ölçüde artacak ve üretkenlik katlanarak artacaktır. Karada ve suda zengin biyoçeşitliliği korumak için biyoçeşitliliği artırma ve çevresel etkiyi en aza indirme yollarını teşvik etmek. Üretim, işleme, lojistik, satış ve ihracatı kapsayan gıda değer zincirini (FVC) optimize etmek için veri ve teknolojilerini de kullanmak. Üretim, lojistik ve ihracat verilerinin entegrasyonu ile stok ve satış bilgilerinin gerçek zamanlı paylaşımı sağlanacak, stok, teslimat süreleri ve hacimleri ile nakliye yollarının koordinasyonu ile gıda kayıpları en aza indirilecektir. Ayrıca, sağlık, ilaç ve hemşirelik gibi farklı sektörlerle işbirliğinden yararlanmak ve üretim üslerini geliştirmek, şirketlerin tarım ürünleri ihracatının ötesine geçerek, teknoloji platformları ve hizmetleri de dahil olmak üzere deniz aşırı ticarete geçmesini ve tüm tarımsal gıda işinde karlılığı artırmasını sağlayacaktır.
Lojistik	11., 12.	E-ticaretin hızlı büyümesi ve tedarik zincirlerinin küreselleşmesi, Toplum 5.0'da daha da çeşitli ve sofistike lojistik gerektirmektedir. Örneğin, gerçek zamanlı lojistik izleme ve kontrol sağlamak için RFID gibi teknolojiler kullanılarak kargolar ve ulaşım araçları ağlara bağlanacaktır. Arz ve talebi tahmin etmek için yapay zekayı kullanmak tüm tedarik zincirlerini koordine edecek ve optimize edecektir. İnsan gücünü serbest bırakmak için, otonom sürüş, dronlar ve robotlarla ikame edilebilecek çoğu işi otomatikleştirmek.
İmalat ve Hizmetler	5., 8., 9.	Yeteneklerin yapay zeka aracılığıyla dağıtılması, üretim ve hizmet sunumu için güçlü araçlar sağlamaktadır. Dijital dönüşüm sayesinde, bu yetenekler dağıtılacak ve yapay zeka modülleri ve hizmetleri olarak kullanıma sunulacak.
Finans	1., 5., 8., 9., 15.	Tüketiciler geleneksel üretim süreçlerinden bağımsız olarak 3D yazıcıları kullanarak kendi zevklerine uygun tasarım, malzeme, renk, desen ve boyutta kişiselleştirilmiş ürünler sipariş edebilecek.
Kamu Hizmetleri	1., 3., 4., 10.	Kamu hizmetleri de yukarıda belirtilen farklı yaşamları ve sektörleri destekleyecek şekilde dönüştürülmelidir. Merkezi ve yerel yönetimler, sistemlerini dijitalleşmeye dayalı olarak yeniden inşa ederek işe başlayacaktır.

Ortaklık	17.	Toplum 5.0, herkesin mevcut çerçevelerden ve kısıtlamalardan bağımsız olarak çeşitli değerleri takip etmek için yenilikçiliğini kullanabileceği bir toplum olacaktır. Toplum 5.0'ın kurucusu olan Japonya, konsepti dünyanın her yerinden oyuncularla ortaklaşa hayata geçirmek istemektedir. Bu süreçte kazanılan problem çözme bilgi birikimini paylaşarak sürdürülebilir küresel kalkınmaya katkıda bulunması hedeflenmektedir.

Tabloya göre Toplum 5.0 kavramının sürdürülebilir kalkınma hedefleri (SKH) ile yakından ilişkili olduğu ve doğrudan desteklediği görülmektedir. Toplum 5.0'ın sürdürülebilir kalkınma modeli olabileceği de bu tablo sonucunda ortaya çıkmaktadır. Toplum 5.0 yaşamları ve endüstrileri dönüştürmeyi hedefleyen bir yapı olarak ele alınmaktadır. Buna göre sosyal sorunları doğayla uyum içinde çözmeyi amaçlayan Toplum 5.0, Birleşmiş Milletler SKH'lerinin gerçekleştirilmesine katkıda bulunmakta ve iki reform da ortak bir yönü ve amacı paylaşmaktadır (Keidanren, 2018: 14). Birleşmiş Milletler devletleri ve üyeleri tarafından 2015 yılında kabul edilen 2030 Gündemi, mevcut en acil küresel zorluğun yoksulluğun ortadan kaldırılması olduğunu kabul etmektedir. Bu nedenle, sürdürülebilir kalkınma hedefleri doğrultusunda birkaç kategorinin ekonomik, sosyal ve çevresel değişiklikleri ima ettiğini göz önünde bulundurarak 169 temel hedefle 17 hedef önerilmektedir. Japonya, diğer birçok ülkenin aynı sorunlarla karşı karşıya kalacağını düşünerek, Toplum 5.0'ın tüm ülkelerde uygulanmasının teşvik edilmesini önermektedir. Bu bağlamda Toplum 5.0, 2030 Gündemi'nin SKH'lerinin uygulanmasına katkıda bulunmaktadır. Toplum 5.0 kapsamındaki bu kalkınma hedeflerine ulaşmak için, her bölgenin süreçlerine bu yeni yaklaşımlara dayalı olarak yeniden odaklanması gerekmektedir (Narvaez Rojas vd., 2021).

4. SONUÇ

Toplum 5.0, Japonya'da ortaya çıkan fakat bütün dünyayı etkisi altına alan sosyal ve insani ilerleme fikriyle hareket eden bir önerme olarak karşımıza çıkmaktadır. Temel hedefi küresel dünyanın temel sorunlarını çevreyle uyumlu bir şekilde çözebilmek, sürdürebilirliği sağlamak adına toplumun gelişimi için dijital teknolojileri etkili ve verimli kullanmak ve bu teknolojilerden faydalanmaktır. Bu sayede dijital üretimden dijital bir topluma geçiş yapmayı amaçlamaktadır.

Toplum 5.0, ekonomik büyüme, teknolojik gelişme ve sürdürülebilirlik ile birlikte dönüşümlerin merkezinde insanı merkeze almaktadır. Bu yeni toplum modeli, insanlığın beşinci sosyal devrime eriştiği gerçeğine dayanmaktadır (Narvaez Rojas vd., 2021). Bu bağlamda bu çalışma Toplum 5.0'ın sürdürülebilirlik yaklaşımıyla nasıl ele alındığını anlamak ve etkisini ortaya çıkartabilmek için yapılmıştır. Araştırma sonucunda elde edilen bulgular doğrultusunda Toplum 5.0'ın modern dünyanın zorlulukları ve problemleri ile başa çıkabilmek için Sürdürülebilirlik Kalkınma Hedefleri doğrultusunda insan ve toplum yaşamında kaliteyi artırmayı hedeflediği ortaya çıkmıştır. Buna göre Toplum 5.0, dijital teknolojilerin toplumun refahı ve sektörlerin sürdürebilirliğini sağlamak üzere sosyal ve etik sorumlulukları yerine getirmek için kullanılması hedefine dayanmaktadır. Sürdürülebilir Kalkınma Hedefleri doğrultusunda Toplum 5.0'ın odaklanması gereken sektörler; şehir ve bölgeler, enerji, sağlık, lojistik, finans, tarım, afet önleme, imalat ve ortaklıklar olduğu ortaya çıkmıştır. Bu sektörlerde dijital teknolojilerin, toplum refahı ve sürdürülebilir bir gelecek kapsamında ele alınması gerektiği vurgulanmaktadır.

Toplum 5.0 ile uyumlu sektörler oluşturabilmek için devletlerin bu alanda yatırım yapması beklenmektedir. Bu kapsamda Toplum 5.0'ın uygulanabilmesi ve sürdürülebilirliğe katkı sağlayabilmesi için bu dönüşümün bir devlet politikası kapsamında ele alınması gerekmektedir. Toplum 5.0'ın ortaya koyduğu amaçlar doğrultusunda sektörlerin yeniden revize edilmesi ve

bu yapıya uygun nitelikli insan kaynaklarının da yetiştirilmesi önemli bir husus olarak karşımıza çıkmaktadır. Daha çevreci, daha yaşanabilir, işsizlik ve sosyal sorunların en aza indiği bir dijital dönüşüm için eğitimden, insan kaynaklarına, lojistikten şehir planlamasına kadar hayatın bütün alanlarında Toplum 5.0 hedefleri çerçevesinde bir politika belirlenmesi gerekmektedir.

Sonuç olarak dijital dönüşümle birlikte ortaya çıkan Toplum 5.0 daha yaşanabilir ve sürdürülebilir bir dünya için merkezine insanı ve toplumu alan bir yapıdır. Bu yeni toplumsal yapı, sürdürülebilirliği sağlayabilmek için verimli enerji ağları oluşturmakta, arz ve talebi tahmin etmek için yapay zekayı kullanmakta, iş modellerine ve imalat süreçlerine yapay zekayı ve sanal sistemleri dahil etmekte ve işbirliği içerinde hareket ederek sürdürülebilir kalkınmaya hizmet etmektedir. Buna göre Toplum 5.0'ın dünya ekonomisinde, dijital ve sosyo-ekonomik dönüşümünün daha fazla başarısı, doğrudan hükümet yapılarının, iş dünyasının ve sosyal kurumların ulusal ekonominin sürdürülebilir kalkınmasının zorluklarını ele alma konusundaki ortak çabalarının etkinliğine ve tutarlılığına bağlı olacağı gözükmektedir (Salimova vd., 2020: 52).

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Bulut Muhasebesi: Finansal Yönetimde Dijital Dönüşümün Anahtarı

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ÖZET

Bu çalışmanın amacı, bulut muhasebesi konusunda okuyuculara bilgi sağlamak ve işletmelerin bulut tabanlı muhasebe sistemlerini kullanmasının avantajlarını anlatmaktır. Çalışmada, bulut muhasebesinin ne olduğu, nasıl çalıştığı, faydaları, kullanım alanları, önemli unsurları ve gelecekteki potansiyeli hakkında genel bir anlatım sunulmuştur. Amaç doğrultusunda, işletmelerin bulut muhasebesine geçiş yapma kararını desteklemek ve bu teknolojiyi kullanarak finansal yönetim süreçlerini geliştirmelerine yardımcı olmak hedeflenmektedir. Bununla birlikte, çalışmada bulut muhasebesinin zorlukları ve endişeleri de ele alınarak okuyucuların bilinçli bir şekilde karar vermelerine katkıda bulunulması hedeflenmiştir. Çalışmada ayrıca, bulut muhasebesinin işletmeler için rekabet avantajı sağladığı ve dijital dönüşüm sürecinin bir parçası olarak önemli bir rol oynadığı vurgulanmıştır. İşletmelerin bulut muhasebesini nasıl kullanabilecekleri, nelere dikkat etmeleri gerektiği ve gelecekteki gelişmelerle ilgili beklentileri hakkında bilgilendirme yapılmıştır.

Anahtar Kelimeler: Bulut Muhasebesi, Finansal Yönetim, Dijital Dönüşüm

Cloud Accounting: The Key to Digital Transformation in Financial Management

ABSTRACT

The purpose of this study is to provide readers with information about cloud accounting and to explain the advantages of businesses using cloud-based accounting systems. The study provides an overview of what cloud accounting is, how it works, its benefits, uses, important elements and future potential. The aim is to support businesses in their decision to adopt cloud accounting and to help them improve their financial management processes using this technology. However, the study also addresses the challenges and concerns of cloud accounting to help readers make an informed decision. The study also emphasizes that cloud accounting provides a competitive advantage for businesses and plays an important role as part of the digital transformation process. Information is provided on how businesses can use cloud accounting, what they should pay attention to and their expectations about future developments.

Keywords: Cloud Accounting, Financial Management, Digital Transformation

GİRİŞ

1950'lerin sonlarında başlayan muhasebe verilerinin otomasyon süreci günümüze kadar hızla gelişmeye devam ederek işletmelerin dijitalleşmesinin önünü açmıştır. Muhasebe yazılımının ortaya çıkışı, muhasebe işlemlerini büyük ölçüde geliştirmiştir. Büyük hacimli bilgi ve bu bilginin işlenmesi için gereken süre göz önüne alındığında, muhasebe yazılımı, muhasebecilerin işlerini daha hızlı ve daha verimli yapmaları için yararlı bir araç haline gelmiştir. Muhasebe yazılımları birçok yıldır var olmasına rağmen, yıllar içinde potansiyelini geliştirmeye devam etmiş ve oldukça sofistike hale gelmiştir (Dimitriu & Matei, 2015).

Günümüzde işletmeler, geleneksel muhasebe yöntemlerinin sınırlamalarıyla karşı karşıya kalmakta ve daha hızlı, esnek ve verimli bir muhasebe süreci arayışı içerisine girmektedir. İşte bu noktada, muhasebe mesleğini yeniden şekillendirme potansiyeline sahip nispeten yeni bir teknoloji olan bulut muhasebesi devreye girmektedir. Bulut muhasebesi, kullanıcılar için online hizmetler sunarken sunucular üzerinde muhasebe işlemlerini gerçekleştiren yazılım veya uygulamaların kullanımını ifade etmektedir (Khanom, 2017).

Bulut muhasebesi, muhasebe süreçlerini dijitalleştirerek verileri güvenli bir şekilde bulutta depolama, paylaşma ve işleme imkânı sağlayan bir yöntemdir. Bu teknoloji, işletmelere daha fazla esneklik, verimlilik ve maliyet tasarrufu sunarken, aynı zamanda veri güvenliği ve işbirliği gibi avantajları da sağlamaktadır. Geleneksel muhasebe yöntemlerine kıyasla bulut muhasebesi, işletmelerin rekabetçiliklerini artırmalarına ve dijital dönüşüm yolculuğunda önemli bir adım atmalarına yardımcı olmaktadır (Dimitriu & Matei, 2015; Saha et al., 2020). Bu çalışmada, bulut muhasebesinin tanımı, özellikleri, uygulama adımları ve işletmeler için sağladığı avantajları daha ayrıntılı bir şekilde ele alınacaktır. Ayrıca, bulut muhasebesinin yaygın olarak kullanıldığı alanlara, geleneksel muhasebe ile arasındaki temel farklara ve gelecekteki eğilimlere de göz atılacaktır. Bu sayede, bulut muhasebesinin işletmelere sunabileceği potansiyel daha iyi anlaşılabilir ve iş süreçlerinin iyileştirilebilmesi adına doğru kararlar alınabilmesine katkı sunması düşünülmektedir.

1- BULUT MUHASEBESİNİN TANIMI VE ÖZELLİKLERİ

Bulut muhasebesi, finansal işlemlerin geleneksel yerel sunuculardan ziyade internet tabanlı hizmetler üzerinde depolandığı ve işlendiği bir muhasebe yaklaşımıdır (Walakumbura, 2021). Bulut tabanlı muhasebe yazılımları, işletmelere finansal verilere istenildiği zaman ve herhangi bir yerden erişim imkânı sağlar. Esneklik, ölçeklenebilirlik ve veri güvenliği gibi özellikleriyle bilinen bu teknoloji, finansal yönetimi daha kolay, hızlı ve verimli hale getirmektedir (Modi, 2018).

Bulut muhasebe, çevrimiçi (online) muhasebe, web tabanlı muhasebe veya hizmet olarak yazılım (SaaS) muhasebesi olarak da bilinir. Bulut muhasebesi, bir ön uç arayüzü, bir arka uç veritabanı ve bir bulut sunucusu içeren temel bir mimariye sahiptir (Khanom, 2017). Ön uç arayüzü, kullanıcıların bulut muhasebe yazılımı ile etkileşime girmesini sağlayan kullanıcı arayüzüdür. Arka uç veritabanı tüm verilerin depolandığı yerdir ve bulut sunucusu yazılımın barındırıldığı yerdir. Bulut muhasebesinin çalışma mekanizması, bulut sunucusunda depolanan yazılım ve verilere erişmek için internetin kullanılmasını içerir (Meng, 2022; Huang, 2016).

2- BULUT MUHASEBESİNİN AVANTAJLARI

Bulut muhasebesinin en büyük avantajlarından biri, işletmelere esneklik ve ölçeklenebilirlik sağlamasıdır. Geleneksel muhasebe sistemleri genellikle yerel sunuculara veya bilgisayarlara bağlı olduğundan, kaynaklar sınırlıdır ve işletme ihtiyaçları değiştikçe ölçeklendirme zorlukları ortaya çıkmaktadır. Ancak bulut tabanlı muhasebe yazılımları, işletmelere ihtiyaçlarına uygun olarak kaynakları artırma veya azaltma esnekliği sağlamakta ve bu da, işletmelerin büyüdükçe veya küçüldükçe, kolayca sistemlerini ayarlamalarına olanak tanımaktadır (Khanom, 2017; Zhang, 2014).

Bulut tabanlı muhasebe sistemleri, işletmelere mobil erişim imkânı sağlamaktadır. Bu teknoloji bir bilgisayar ağına bağlı olması gerektiğinden, muhasebe süreci mekân ve zamandan etkilenmeyecek, kullanıcılar zamanında ve hızlı bir şekilde çalışabilecek ve böylece iş, daha pratik ve esnek hale gelebilecektir. Aynı zamanda, işletme sahipleri ve yöneticileri de işlerini takip etmek, finansal durumu kontrol etmek ve kararlarını vermek için güncel ve gerçek zamanlı bilgilere erişebileceklerdir (Saha et al., 2020).

Bulut muhasebesi sistemleri, diğer işletme uygulamaları ve sistemleriyle kolayca entegre olabilmektedir. Banka hesapları, ödeme ağ geçitleri, faturalandırma yazılımları gibi uygulamalarla entegrasyon, veri akışını otomatikleştirmekte ve iş süreçlerini iyileştirmektedir. Bu entegrasyonlar, veri uyumluluğunu ve doğruluğunu da artırmaktadır (Dimitriu & Matei, 2014).

Bulut muhasebesi, işletmelere maliyet tasarrufu da sağlamaktadır. Çevrimiçi bir muhasebe çözümü benimsendiğinde, bakımı gereken herhangi bir donanım (sabit diskler, sunucular veya harici bellek vs.) yoktur. Bulut modelini benimseyen birçok şirket, yazılımları internet üzerinden sunulduğu ve yerel bir bilgisayara yüklenmediği için maliyetleri önemli ölçüde azaltmayı başarabilmişlerdir. Bu teknoloji sayesinde işletme için bir muhasebe uygulaması satın alınmamakta, sadece kullanım hakkı satın alınmaktadır. Ayrıca, bulut tabanlı sistemlerde güncelleme ve yedekleme gibi süreçler otomatik olarak gerçekleştirildiği için IT ekipleri açısından zaman ve kaynak tasarrufu sağlanabilir (Dimitriu & Matei, 2014).

Bulut muhasebesi aynı zamanda veri güvenliği ve güvenilirlik açısından da önemli avantajlar sunmaktadır. Bulut tabanlı sağlayıcılar, verilerin güvende tutulması için güvenlik önlemleri ve güçlü veri şifreleme yöntemleri kullanmaktadır. Ayrıca, verilerin yedeklenmesi ve acil durumlara karşı koruma da sağlanmaktadır. Böylece, işletmelerin veri kaybı veya güvenlik ihlalleri gibi risklerle karşılaşma olasılığı da azaltılmaktadır (Akdoğan & Akdoğan, 2018).

Bulut muhasebesi, işletmelere daha detaylı finansal analiz yapabilme ve özelleştirilebilir raporlamalar oluşturabilme imkânı da sunmaktadır. İşletmeler, gerçek zamanlı verilere dayalı kararlar verebilir ve iş performansını daha iyi geliştirebilirler. Ayrıca, analitik veri işleme ve raporlama yetenekleri, işletmelere finansal yönetimi iyileştirmek için önemli bir araç sağlamaktadır (Akdoğan & Akdoğan, 2018).

Bulut tabanlı muhasebe çözümleri, işletmelerin müşterilere daha iyi hizmet sunmalarını sağlamaktadır. Hızlı ve doğru finansal veriler, müşteri taleplerine anında yanıt verme imkânı sunmakta ve ayrıca, online fatura ödemeleri ve elektronik belge paylaşımı gibi özellikler, müşteri deneyimini geliştirmektedir (Akdoğan & Akdoğan, 2018).

3- BULUT MUHASEBESİNİN UYGULANMASI

Bulut muhasebesinin işletmelerde uygulanması, belirli adımlar ve süreçler gerektirir. Bulut muhasebesinin işletmelerde uygulanması için genel bir yol haritasını aşağıdaki şekilde oluşturmak mümkündür (Buyruk Akbaba, 2019; Huang, 2016):

1- **İhtiyaç Analizi:** Bulut muhasebesinin uygulanmasındaki ilk adım, işletmenin muhasebe süreçlerini ve ihtiyaçlarını analiz etmektir. Öncelikle, mevcut muhasebe sistemlerinin eksiklikleri ve iyileştirme alanları belirlenmelidir. Bu adımda ayrıca, bulut muhasebesinin getireceği avantajlar ve beklentiler göz önünde bulundurulmalıdır.
2- **Sağlayıcı Seçimi:** İkinci adım, uygun bir bulut muhasebe sağlayıcısı seçmektir. Sağlayıcının güvenilirlik, güvenlik, ölçeklenebilirlik, uyumluluk ve müşteri desteği gibi faktörler de göz önünde bulundurulmalıdır. Sağlayıcının mutlaka işletmenin ihtiyaçlarına uygun bulut muhasebe çözümleri sunması beklenmektedir.
3- **Veri Taşıma ve Entegrasyon:** Bulut muhasebesine geçiş sürecinde, mevcut muhasebe verileri bulut ortamına aktarılmalı ve entegrasyon sağlanmalıdır. Bu aşamada, verilerin doğru ve güvenli bir şekilde aktarılması ve entegrasyonun sağlıklı bir şekilde sağlanması için veri dönüşümü, veri aktarımı ve veri uyumu gereklidir.
4- **Eğitim ve Uyum Sağlama:** Bulut muhasebesi kullanımına geçişte, çalışanlar eğitilmeli ve sistemle uyum sağlamaları sağlanmalıdır. Çalışanlar, bulut tabanlı muhasebe uygulamalarını etkin bir şekilde kullanabilmeli ve yeni iş süreçlerine adapte olabilmelidir. Eğitim ve değişim yönetimi süreçleri bu yüzden çok önemlidir.
5- **Sürekli İyileştirme:** Bulut muhasebesi uygulaması bir süreç olup sürekli iyileştirme gerektirir. İşletme, bulut tabanlı muhasebe çözümünü kullanarak süreçleri ve verimliliği gözlemlemeli, geri bildirimleri değerlendirmeli ve iyileştirme alanlarını belirlemelidir. Böylece, işletmenin bulut muhasebesi kullanımından en iyi şekilde faydalanması sağlanabilir.
6- **Veri Güvenliği ve İzleme:** Bulut muhasebesi kullanırken veri güvenliği büyük önem taşımaktadır. İşletmeler, veri güvenliği önlemlerini sıkı bir şekilde uygulamalı ve izlemelidir. Bu süreç; güçlü şifreleme, erişim kontrolü, güvenlik yedeklemeleri ve güvenlik politikalarını içerir. Ayrıca, veri izleme ve denetimleri yapılmalı ve herhangi bir güvenlik ihlali veya sorun tespit edilirse hızlı müdahale yapılmalıdır.

Bulut muhasebesinin işletmelerde uygulanması, belirli işletme ihtiyaçlarına ve süreçlere bağlı olarak değişiklik gösterebilir. Bu nedenle, profesyonel bir danışmanlık hizmeti almak ve sağlayıcıyla işbirliği yapmak önemlidir. İşletme, doğru planlama, dikkatli uygulama ve sürekli izleme ile bulut muhasebesinden en iyi şekilde faydalanabilir (Zhang & Gu, 2013).

4- BULUT MUHASEBE VE MASAÜSTÜ MUHASEBE YAZILIMI ARASINDAKİ TEMEL FARKLAR

Bulut muhasebesi ile masaüstü muhasebe yazılımları arasında bazı temel noktalarda farklılıklar bulunmaktadır. Bu farkları aşağıdaki tablo ile özetlemek mümkündür (Buyruk Akbaba, 2019; Allahverdi, 2017; Öz, 2016):

Tablo-1: Bulut Muhasebe ve Masaüstü Muhasebe Yazılımı Arasındaki Farklar

Karşılaştırma Kriteri	Bulut Muhasebe Yazılımı	Masaüstü Muhasebe Yazılımı
Ödeme Modeli	Kullanıcı sayısına ve gereken özelliklere göre aylık abonelik.	Bir ön lisans maliyeti ve ayrıca yükseltmeler için ek bir maliyet.
Kurulum ve güncellemeler	Yüklenecek yazılım bulunmamaktadır. İşletmeler her zaman yazılımın en güncel sürümünü kullanmaktadır. Tedarikçi, özellikler eklemek için yazılımı güncellediğinde yeni sürüm hemen tüm kullanıcılar tarafından kullanılabilir.	İşletmeler, yazılımı, tüm yükseltmeleri ve düzeltmeleri manuel olarak yüklemelidir.
Güvenlik	Tedarikçiler, kurumsal düzeyde yazılım güvenliği ve erişim denetimlerini sağlar.	Şirketler, bir ihlali önlemek için verilerini, yazılımlarını ve kimlik bilgilerini dikkatli bir şekilde korumalıdır.
Erişilebilirlik	İnternet bağlantısı olan herhangi bir cihazdan herhangi bir kullanıcı için her zaman, her yerden erişim sağlanabilir.	Yazılım, belirli bilgisayarlara kurulur. Bu nedenle, çalışanların uzaktan çalışırken finansal verilere erişmek için bilgisayarlarını yanlarında götürmeleri gerekir.
Yedekleme ve Kurtarma	Bulut tedarikçisi, verileri 7/24 otomatik olarak yedekler. Finans uzmanları, bilgisayarlarını kaybetseler bile yazılıma ve finansal verilere erişebilirler.	Yedeklemeler manuel olarak yapılır. Kullanıcılar, bilgisayarlarının bozulması veya kaybolması veya çalınması durumunda şirketin değerli bilgilerini kaybetmemesini sağlamak için düzenli olarak yedekleme yapmalıdır.
Verileri Harici Taraflarla Paylaşma	Veriler, erişim hakları üzerinde merkezi denetimle bulutta bulunduğundan, şirketler harici muhasebecilere veya diğer taraflara ilgili verilere sınırlı veya salt okunur erişim sağlayabilir.	Paylaşım, manuel ve zaman alıcıdır. Kullanıcılar, harici taraflarla paylaşmak için genellikle verileri manuel olarak dışa aktarmalıdır.
Otomasyon	Bulut muhasebe yazılımı, özel raporlama ve mutabakat dahil olmak üzere birçok zaman alan manuel işlemi otomatik hale getirir.	Az veya hiç otomasyon yoktur.
Özelleştirilmiş Raporlama	Yazılıma bağlı olarak belirli iş gereksinimlerini ve muhasebe düzenlemelerini desteklemek için kapsamlı, özelleştirilmiş, gerçek zamanlı raporlama mevcuttur.	Çok az özelleştirme ile sınırlı finansal rapor seçimi bulunmaktadır. Özel raporlama ve analiz için genellikle verileri elektronik tablolara aktarmak gerekir.
Uyumluluk	Birden fazla muhasebe standardı (GAAP ve IFRS) devlet düzenlemeleri ve vergi kanunları ile uyumluluk. Otomatik gelir	Yerel gereksinimler için destek ve şirketten ek modüller satın alma ihtiyacı.

	tanıma ile birden fazla iş modeli desteği.	
Çok Varlıklı ve Uluslararası Muhasebe	Bağlı kuruluşları ve uluslararası operasyonları olan şirketler de dahil olmak üzere çok varlıklı iş yapılarına yönelik destek.	Tek bir işletme için tasarlanmıştır. Ek işlevsellik satın almadan şirketler arası muhasebe veya diğer çok varlıklı iş gereksinimleri için destek yoktur.
Diğer Uygulamalarla Entegrasyon	İşletme genelinde gerçek zamanlı veri görünümü sağlayan diğer bulut tabanlı uygulamalarla sorunsuz entegrasyon	Sınırlı yetenek veya diğer uygulamalarla entegre edilmesi zor. Manuel veri aktarımı gerekli olabilir.

Kaynak: Güven, 2022; Buyruk Akbaba, 2019: 31.

5- BULUT MUHASEBESİNİN DEZAVANTAJLARI

Bulut muhasebesinin birçok avantajına rağmen birkaç dezavantajı da bulunmaktadır ve işletmelerin bunları da göz önünde bulundurması hayati bir öneme sahiptir. Bulut muhasebesi, internet bağlantısına bağımlı olmasından dolayı internet kesintileri veya hızlı olmayan bir internet bağlantısı, işletmelerin veri erişimi ve iş sürekliliği konusunda sorunlar yaşamasına neden olabilir (Huang, 2016).

Bulut muhasebesinde, işletmelerin verilerini üçüncü taraf sağlayıcılara teslim etmesi gerekmektedir. Bu nedenle, veri güvenliği endişeleri ortaya çıkabilir. Veri güvenliğini sağlayan güçlü şifreleme ve güvenlik önlemleri olmasına rağmen, işletmelerin veri güvenliği politikalarını ve sağlayıcının güvenlik önlemlerini dikkatlice değerlendirmesi gerekmektedir (Wali et al., 2022). Bu durum, işletmelerin veri sahipliği ve kontrolü konusunda bazı endişeleri de beraberinde getirebilir. Veri yönetimi ve veri sahipliği konularının sözleşmelerde açıkça belirtilmesi önemlidir (Öz, 2016).

Bulut muhasebesi sağlayıcısıyla yapılan sözleşmelerde, belirtilen hizmet düzeyi taahhütlerine bağlı olunması gerekmektedir. İşletmeler, sağlayıcının hizmetlerini sunamaması durumunda sorun yaşayabilirler. Bu nedenle, işletmelerin sağlayıcının güvenilirliği ve performansı hakkında detaylı bir değerlendirme yapması önemlidir (Elitaş & Özdemir, 2014).

Bulut muhasebesine geçiş yaparken, mevcut verilerin uyumlu bir şekilde aktarılması ve entegrasyon süreci bazı zorluklar içerebilir. Veri taşıma sürecinin doğru ve sorunsuz bir şekilde yönetilmesi için dikkatli planlama ve testler gerekmektedir (Aksu, 2017).

Bulut muhasebesi genellikle abonelik tabanlı bir modeldir. İşletmeler, sürekli bir abonelik maliyetiyle karşı karşıya kalabilirler. Bu durum, uzun vadeli maliyetleri etkileyebilir ve işletmelerin bütçelerini etkileyebilir (Öz, 2016).

Bulut tabanlı muhasebe yazılımları, genellikle standart bir yapıya sahip olup özelleştirme ve esneklik sınırlamaları içerebilir. İşletmelerin özel ihtiyaçları için tam olarak uyarlanabilir olmayabilirler (Aytekin, Erdoğan & Kavalcı, 2016).

6- BULUT MUHASEBESİNİN GELECEĞİ

Bulut muhasebesinin geleceği oldukça parlak görünmektedir. İşletmeler, bulut teknolojisinin sunduğu avantajları keşfettikçe ve teknolojideki gelişmelerle birlikte, bulut muhasebesine olan ilgi artmaktadır. İşletmelerin bulut muhasebesini benimsemeleri ve kullanmaları beklenen bazı önemli trendler şunlardır:

-***Yapay Zekâ ve Otomasyon:*** Yapay zekâ ve otomasyon, bulut muhasebesinin geleceğinde önemli bir rol oynayacaktır. Yapay zekâ ve otomasyon teknolojileri, muhasebe süreçlerini daha verimli ve hızlı hale getirecek, rutin işleri otomatikleştirerek insan hatalarını azaltacak ve analitik becerileri geliştirerek daha değerli bilgiler elde edilmesini sağlayacaktır. Örneğin, faturalama, tahsilat, maliyet analizi gibi süreçlerde yapay zekâ ve otomasyon kullanımı artacaktır. Otomasyon, tekrarlayan görevleri düzene koymaya ve hataları azaltmaya yardımcı olabilirken yapay zekâ, işletmelerin veri analizine dayalı olarak daha bilinçli kararlar almasını sağlayabilecektir (Akdoğan & Akdoğan, 2018).

-***Veri Analitiği ve Karar Destek:*** Bulut muhasebesi, işletmelere büyük miktarda veriye erişim sağlar. Gelecekte, bu verilerin analizi ve işlenmesi daha da önem kazanacaktır. Veri analitiği, işletmelerin finansal performanslarını daha iyi anlamalarına ve gelecekteki trendleri tahmin etmelerine yardımcı olacaktır. Ayrıca, yapay zekâ ve makine öğrenmesi tekniklerinin veri analitiğiyle birleşmesiyle daha sofistike karar destek sistemleri geliştirilecektir (Elitaş & Özdemir, 2014).

-***Mobil Uygulamalar ve Erişilebilirlik:*** Mobil teknolojilerin yaygınlaşmasıyla birlikte, bulut tabanlı muhasebe uygulamalarının mobil erişilebilirlikleri de artacak. İşletmeler, muhasebe verilerine herhangi bir mobil cihazdan ulaşabilecek, iş süreçlerini yönetebilecek ve kararlar alabileceklerdir. Mobil uygulamalar, muhasebe personelinin ofis dışında çalışmasını kolaylaştıracak ve işbirliğini artıracaktır (Modi, 2018; Aksu, 2017).

-***Veri Güvenliği ve Gizlilik:*** Veri güvenliği ve gizliliği, bulut muhasebesinin geleceğinde de önemli bir trend olacaktır. İşletmeler, veri güvenliği konusunda daha fazla önlem alacak ve siber saldırılara karşı daha sıkı önlemler alacaklardır. Veri şifreleme, kimlik doğrulama teknikleri ve güvenlik yedeklemeleri gibi güvenlik önlemleri yaygınlaşacaktır (Allahverdi, 2017).

-***Entegrasyon ve Ekosistem:*** Bulut muhasebesi, diğer işletme uygulamaları ve sistemleriyle entegre çalışabilme yeteneği sunmaktadır. Gelecekte, bulut muhasebe çözümlerinin diğer iş uygulamaları ve sistemleriyle daha derin entegrasyonu ve bir ekosistem oluşturulması beklenmektedir. Bu da veri paylaşımını kolaylaştırmakta, iş süreçlerini daha verimli hale getirmekte ve işletmelere daha fazla değer sağlamaktadır (Wali et al., 2022).

-***Blockchain Entegrasyonu:*** Blockchain teknolojisi, güvenli ve şeffaf işlem kaydı sağlamaktadır. Blockchain, finansal işlemleri depolamak, verilerin gerçekliğini doğrulamak ve dolandırıcılığı azaltmak için kullanılabilecek güvenli, merkezi olmayan bir şekilde kaydedilmesine imkân sağlayabilecektir. Bu sayede muhasebe verilerinin daha güvenilir ve takip edilebilir olması sağlanabilecektir (Wali et al., 2022; Dimitriu & Matei, 2014).

-İnovasyon ve Gelişim: Bulut muhasebesi alanında sürekli olarak yeni teknolojik inovasyonlar ve gelişmeler gerçekleşmektedir. Bu sayede işletmelere daha iyi iş süreçleri, daha gelişmiş analitik yetenekler ve daha kullanıcı dostu arayüzler sunma potansiyeli sağlanmaktadır. İnovasyon ve gelişim, bulut muhasebesinin gelecekteki önemli bir trendi olarak öngörülmektedir (Wali et al., 2022).

Bu trendler, bulut muhasebesinin gelecekteki yönünü şekillendirecektir. İşletmelerin bu trendlere uyum sağlaması ve gelişmeleri takip etmesi, rekabet avantajı elde etmelerini de sağlayacaktır.

SONUÇ

Bulut muhasebesi, işletmelere geleceğe yönelik bir finansal yönetim yaklaşımı sunmaktadır. İşletmelerin verimliliği artırmak, maliyetleri düşürmek, iş süreçlerini iyileştirmek ve rekabet avantajı elde etmek için bu teknolojiden faydalanması önemlidir. Ancak, her işletmenin ihtiyaçları farklı olduğundan, bulut muhasebesine geçiş yaparken dikkatli bir planlama ve uyum süreci gereklidir. Ayrıca, bulut muhasebesinin kullanımında dikkate alınması gereken bazı zorluklar ve endişeler de bulunmaktadır. Veri güvenliği, veri sahipliği ve kontrolü, bağımlılık, veri göçü ve entegrasyon zorlukları gibi konular işletmelerin dikkat etmesi gereken noktalardır. ABD'de yapılan bir araştırmaya göre, 2020 yılında küresel bulut muhasebesi pazarı büyüklüğü yaklaşık 4.25 milyar dolar olarak gerçekleştiği tahmin edilmektedir. 2026 yılına kadar ise bu pazarın yaklaşık 11.8 milyar dolara ulaşması beklenmektedir. 2020 yılında işletmelerin yaklaşık %67'si bulut tabanlı muhasebe yazılımını kullanmakta iken KOBİ'lerin %46'sı bulut muhasebesine geçiş yapmıştır. Bulut muhasebesini kullanan işletmelerin %82'si maliyet tasarrufu sağladıklarını ve işletmelerin %89'u bulut muhasebesinin verimliliği artırdığını ifade etmektedir. Bulut muhasebesini kullanan işletmelerin %85'i daha iyi işbirliği imkânı bulunduğunu düşünmektedir. Öte yandan, 2020 yılında veri güvenliği endişesi nedeniyle bulut muhasebesine geçmeyen işletmelerin oranı ise %67 olarak belirlenmiştir. Bulut muhasebesini kullanan işletmelerin %94'ü veri güvenliğini sağlamak için çeşitli güvenlik önlemleri aldıklarını belirtmektedir. Sektörel dağılım olarak bakıldığında ise; perakende sektöründe bulut muhasebesini kullanan işletmelerin oranı %73'tür. Finans sektöründe bu oran %68 ve üretim sektöründe ise %57'dir. Bu istatistikler, bulut muhasebesinin küresel olarak benimsenme oranını, avantajlarını, veri güvenliği endişelerini ve sektörel kullanımını yansıtmaktadır. Bu istatistikler zamanla değişmekte ve güncel araştırmalarla birlikte daha spesifik veriler ortaya çıkabilmektedir (FinancesOnline, 2023).

Bulut muhasebesi, gelişen teknolojilerle birlikte sürekli olarak ilerlemekte ve yeni fırsatlar sunmaktadır. Yapay zekâ, makine öğrenimi ve büyük veri analitiği gibi alanlarda yapılan inovasyonlar, bulut muhasebesinin gelecekteki potansiyelini artırmaktadır. Ayrıca, sürdürülebilirlik, veri güvenliği ve gizliliği, sektörel uyum ve regülasyonlar gibi konular da bulut muhasebesinin gelecekteki gelişimini etkileyecek önemli faktörlerdir. İşletmelerin bulut muhasebesini benimsemesi, dijital dönüşüm sürecinin bir parçasıdır. Bu süreçte, doğru sağlayıcıyı seçmek, veri güvenliği önlemlerini almak, personelin eğitimini sağlamak ve sürekli gelişen teknolojilere adapte olmak önemlidir. Bulut muhasebesinin getirdiği avantajlar ve gelecekteki potansiyel, işletmelere rekabetçi bir avantaj sağlamak ve sürdürülebilir bir büyüme sağlamak için değerlendirilmesi gereken önemli bir araçtır. İşletmeler, bulut muhasebesini benimseyerek finansal yönetimlerini güçlendirebilir ve iş süreçlerinde önemli bir dönüşüm sağlayabilirler.

Bununla birlikte, muhasebe araçları sağlamanın geleneksel yolunu yeniden şekillendiren en göze çarpan kavram bulut bilişim teknolojisidir. Muhasebe dünyası çevrimiçi ürünlere doğru kaymaktadır. Bulut hizmetlerinin sayısız faydası, şirketlerin muhasebe departmanı için şüphesiz teknolojik bir devrimin gerekli olduğunu kanıtlamıştır. Bir bulut muhasebe çözümü kullanmanın faydaları oldukça fazladır ve işletmeler tüm fırsatları keşfetmek ve sürekli değişen pazardan bir şeyler öğrenmek için ellerinden geleni yapmalıdır. Buluta geçiş çoğu işletme için kaçınılmaz görünmektedir.

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Evaluation of Airport Emergency Management Training Materials According to the Recommendations and Requirements of International Organizations

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ABSTRACT

Airport emergency planning involves the processes structured to enable an airport to cope with an emergency situation occurring within or in the vicinity of the airport boundaries. The goals aimed to be achieved with this planning can be summarized as minimizing property damage and losses, ensuring that air operations return to normal as quickly as possible, and especially, preventing loss of life. To ensure the effective execution of airport emergency plans, it is important to consider the rules set by international regulators for airport emergency management in aviation and the training materials developed to apply these rules, as well as to examine aviation safety incidents that occur within these requirements for situation assessment and process improvements. After conducting a review covering the past 15 years within the scope of work in the aforementioned fields, the requirements that stand out for achieving success in emergency management are identified as harmonizing the operations of the institutions and organizations called upon to function in emergency situations, taking into account local practices and regulations; clearly identifying all information sources to be used in emergency planning; designing emergency plans with consideration given to all possible scenarios; conducting timely and regular drills; meticulously documenting the process for the purpose of continuous improvement; planning for emergency situations before, during, and after the event, taking into account the respective categories.

Key Words: Keywords: Airport, Emergency, Management

Havalimanı Acil Durum Yönetimi Eğitim Materyallerinin Uluslararası Kuruluşların Öneri ve İhtiyaçlarına Göre Değerlendirilmesi

ÖZET

Havaalanı acil durum planlamaları, havaalanının, havaalanı sınırları içinde ya da çevresinde gerçekleşen bir acil durumuyla başa çıkabilmesi için yapılandırılan süreçleri içerir. Bu planlamayla ulaşılmak istenen hedefler, can kaybının önlenmesi başta olmak üzere, maddi hasar ve kayıpların en aza indirgenebilmesi, hava operasyonlarının olabilecek en kısa sürede normale döndürülebilmesi olarak özetlenebilir. Havaalanı acil durum planlarının sağlıklı bir şekilde yürütülebilmesi için havacılık alanında uluslararası kural koyucuların havaalanı acil durum yönetimine dair koydukları kuralların ve bu kuralları uygulayabilmek için geliştirdikleri eğitim materyallerinin, ne gibi tavsiyeler içerdiği ve sektör temsilcilerinden ne gibi gereklilikler beklediği sorusu ile bu gereklilikler kapsamında meydana gelen havacılık emniyeti olaylarının incelenmesi, durum tespiti ve süreç iyileştirmeleri açısından önem taşıyan unsurlardır. Sayılan alanlarda çalışma kapsamında son 15 yılı içerecek şekilde yapılan incelemeler sonucunda acil durum yönetiminde başarılı olunabilmesi için öne çıkan gereklilikler, acil durumun yönetilebilmesi için işleyişe çağırılan kurum ve kuruşlara dair yerel uygulama ve yönetmeliklerin dikkate alınarak

uyumlaştırmaların yapılaması, acil durum planlamasında kullanılacak tüm bilgi kaynaklarının net olarak belirlenmesi, acil durumların olabilecek tüm koşullar dikkate alınarak kurgulanması, tatbikatların zamanında ve düzenli yapılması, süreç sonrasında belgelendirmelerin süreç iyileştirmesi açısından titizlikle yürütülmesi, acil durumların, öncesi, olay esnası ve sonrası kategorileri dikkate alınarak planlanması olarak belirlenmiştir.

Anahtar Kelimeler: Havaalanı, Acil Durum, Yönetim

INTRODUCTION

Airport emergency planning entails the structured preparatory process undertaken by an airport to effectively handle an emergency situation occurring within or around its premises. The primary objective of airport emergency procedures is to save human lives. Additionally, maintaining continuity of aviation operations and mitigating the impact of emergencies can be considered as secondary goals (ICAO, 2016).

An airport emergency plan establishes coordination procedures among different airport organizations or service units and organizations that can provide assistance in emergency response. Examining the historical trend of the emergency response capability index reveals a rapid improvement from 0.29 in 2000 to 0.71 in 2015, transitioning from a low level to a high level of capability. The period from 2000 to 2006 witnessed a medium to low emergency response capability, which evolved into a medium to high emergency response capability from 2007 to 2015 (Bao & Zhang, 2018).

Each airport emergency plan encompasses a coordinated program for the airport and its surroundings, aiming to ensure that the responsible individuals have a clear understanding of the procedures to competently manage these emergencies. In order to effectively manage emergencies such as aircraft accidents, natural disasters, fires, and storms, which have a significant impact on the community, it is crucial to have well-defined roles for airports serving as transportation hubs. Although it is inevitable to address different needs and characteristics for each distinct event, the fundamental requirements and concepts of emergency planning remain the same. These include commanding the emergency response, establishing effective communication, and ensuring coordination, which can be identified as the key problem areas within the context of emergency planning.

The development of the Human Factors Analysis and Classification System has led to studies that have shed light on the prevalence of human error in the overall analysis of aviation accidents. Data indicates that in general aviation accidents, 79.2% of errors are skill-based, 29.7% are decision-based, 13.7% are violations, and 5.7% are perceptual errors (FAA, 2005, p. 6) (Wiegmann, D. & Faaborg, T., 2005).

An airport emergency plan should include a set of instructions to ensure the presence of adequate intervention from all parties involved, such as rescue and firefighting, legal enforcement, police/security, and medical service units, both within and outside the airport, as well as other authorized, trained, and expert personnel (ICAO 1991).

LITERATURE REVIEW

Burian et al. (2003) emphasized that the most important objective in airport emergency situations is to access operational situational awareness during real-world emergencies and abnormal conditions. They further highlighted the significance of developing procedures and checklists based on human performance limitations, capabilities, and cognitive vulnerabilities in terms of emergency situations. Hence, the study emphasized the criticality of developing guidance for documentation, training, team coordination, and situation management (Burian, Dismukes, & Barshi, 2003).

Malakis and Kontogiannis conducted a study on emergency situations at airports, focusing on aviation operations personnel and air traffic controllers. They examined the skills and theoretical knowledge required to successfully manage operational demands that may arise during emergency and abnormal situations. The study specifically addressed annual refresher courses, which minimally considered non-technical competencies and team skills. Instructors assessed the trainees' training effectiveness using high-quality simulators and requested them to create an inventory of their technical skills during emergency training. Additionally, trainees

were expected to recall procedural knowledge related to emergency situations. Consequently, a series of simulated emergency scenarios were employed to indirectly mature competencies through the application of technical skills (Malakis & Kontogiannis, 2012).

Joseph Pfeifer, the Chief of Emergency Preparedness at the New York Fire Department, points out that each functional component should encompass situations and assumptions, highlighting the presence of several fundamental situations and assumptions related to most incidents. Firstly, it should be acknowledged that all emergencies are unpredictable. Pfeifer emphasizes that crises are inherently random, unexpected, and novel. Additionally, leaders must be prepared for a wide range of emergencies that require rapid response. Regardless of whether the incident is considered ordinary or extraordinary, emergency interventions are necessary. For instance, even extraordinary events that fall outside the parameters familiar to a police officer, firefighter, or Airport Operations Officer may require intervention. Leaders may also face challenges to their decision-making process due to the nature of the incident itself (Pfeifer, 2013).

Lu, Wetmore, and Przetak (2006) state in their study, conducted in 2006, that the majority of accidents related to turbulence result in injuries to flight crew members. The factors leading to these injuries or fatalities are as follows(Lu, Wetmore & Przetak, 2006).:

- Lack of situational awareness (weak discipline in assessing weather conditions by pilots or dispatchers).
- Inadequate training of cabin crews when encountering turbulence (incorrect cabin reaction procedures).
- Insufficient team communication.
- Inability of passengers to cooperate with cabin crews during emergencies

Midkiff, etc. (2009) emphasize that the human element is the fundamental component of flight operations in their study. This fundamental component includes both cabin and cockpit crews. In large carriers, this element reaches a significant number of individuals. The personnel complement for cabin and cockpit crews can exceed 20,000 and 10,000 employees, respectively. In most cases, this implies that crew members may not have worked together before a specific flight. While this is an important factor to consider, another prominent factor is the need for airlines and regulators to develop highly detailed procedures that leave very little room for improvisation by crew members in order to maintain a safe and smooth operation. These procedures, including normal, abnormal, and emergency situations, are detailed in crew members' reference manuals. These details are backed up by a cross-checked checklist system among flight crew members. Assessing the competency and currency of a crew member is the responsibility of the training or flight standards department. However, it should not be overlooked that the ultimate responsibility for the safe and efficient conduct of the flight always rests with the captain as the authorized commander (Midkiff, Hansman, & Reynolds, 2009).

METHODOLOGY

International data from the last 15 years was analyzed using qualitative research methods in this study. Within qualitative research methods, a literature review was conducted to examine the recommendations and requirements of international aviation organizations regarding aviation emergency training. The training documents provided in flight schools and airlines for aviation emergency training were subjected to another qualitative research method, content analysis.

Content analysis is a research tool used to determine the presence of specific words, themes, or concepts within qualitative data. It is a method used to measure and analyze the presence, meanings, and relationships of words, themes, or concepts found in qualitative data. Researchers can make inferences about the messages in the texts, the authors, the audience, and

even the culture and time surrounding the text based on the data obtained. (Zaltman, 2003) (Şukayiri, 2021) Data sources in this research method can be interviews, open-ended questions, field research notes, speeches, or any form of communicative language (books, essays, discussions, newspaper headlines, speeches, media, historical documents, etc.). Various forms of text analysis can be used within the same study (Açiler, 2020).

The research was conducted based on international regulatory profiles of aviation organizations (ICAO, EASA, IATA, UK CAA, JAA, etc.) and aviation companies regarding emergency plans and training in aviation. In this context, guidebooks and training documents uploaded to the websites of international aviation organizations in the last 15 years were examined, while information was also gathered from articles, theses, and other writings written by authorized individuals and trainers in the field of aviation in the last 15 years.

Data regarding each airport department's emergency entry and emergency plans, including Emergency Rescue Pre-Plans, were obtained from internal airport reports. While compiling data from reliable international aviation organization publications and written documents related to education, the relevance and validity of the information were evaluated to ensure their inclusion in the data set.

The study aimed to answer the following research questions:

- What elements are included in the training materials for emergencies according to the recommendations and requirements of international aviation organizations?
- What are the prominent elements in emergency management training and aviation business examples in the context of changing societal conditions?
- How can these elements be categorized in subheadings?

FINDINGS AND ANALYSIS

This study relied on the guidebooks and training documents utilized by international aviation organizations (ICAO, EASA, IATA, UK CAA, JAA, etc.) in the past 15 years, which were made available on their websites. Operational data primarily came from the published reports of international aviation organizations and airports, specifically the Monitoring Rating reports (2005–2020). Following the literature review, the emergency plans developed by each institution were summarized and evaluated under three main headings:

- Precautions and training measures to be implemented before an emergency.
- Correct and effective response strategies to be employed during an emergency.
- Post-emergency situation assessment and the lessons learned from this evaluation.

The effectiveness and proficiency of training programs related to airport emergency action plans, particularly in responding to emergencies and fire incidents at airports, were evaluated within the scope of this research. The assessments of international aviation organizations and the practices and outcomes of emergency situations at international airports were determined. Based on this information, data pertaining to the implementation conditions of necessary pre-emergency training and the effective execution of emergency training refresher courses were compiled by international aviation authorities and organized in the table provided below.

Table-1: Categories of Training Materials on Emergency Management Training of International Aviation Organizations

Institutions / Rules	ICAO	EASA	FAA
SMS Training	+	+	-
CRS Training	+	-	+
Emergency Training	+	+	+
Aviation Safety Training	+	+	+
First aid training	+	+	+
Practical Training	+	+	-

Reference: **ICAO, EASA, FAA**

The most comprehensive content regarding Emergency Planning is recommended by ICAO in Table 1. Therefore, in this section, ICAO recommendations have been categorized. The International Civil Aviation Organization (ICAO), with its capacity to develop Standards and Recommended Practices (SARPs) for the safety, efficiency, and regularity of international civil aviation, has published specific Standards and Recommended Practices to address the necessity and importance of emergency response planning and coordination (ICAO, 2022). You can see these publications categorized in Table 2.

Table-2: ICAO Annexes and Contents

Annex	Section / Chapter	Relevant Text
Annex 1	Personnel Licensing	No specific section
		Different sections of the Annex explain the necessity for personnel to have knowledge and/or experience regarding emergency procedures primarily related to technical and operational emergencies.
Annex 9	Facilitation	Chapter 8
		Provisions on specific subjects related to facilitation
Annex 11	Air Traffic Services	Appendix C
		Material related to emergency planning
		The purpose of the guidelines is to assist in maintaining the safe and orderly flow of international air traffic and the presence of major international airlines within the air transportation system in the event of interruptions to air traffic services and related supporting services.
		Sections:
		- Introduction
		- Responsibility for developing, publishing, and implementing emergency plans
		- Preparedness actions
		- Coordination
		- Development, publication, and implementation of emergency plans
Annex 14	Volume I - Aerodromes	Chapter 9
		Aerodrome operational services, equipment, and installations
		9.1.1 An aerodrome emergency plan shall be established in proportion to aircraft operations and other activities conducted at the aerodrome.

Annex	Section / Chapter	Relevant Text
		9.1.2 The aerodrome emergency plan shall facilitate the coordination of actions to be taken in the event of an emergency occurring at an aerodrome or in its vicinity.
		9.1.3 The plan shall coordinate the response or participation of all relevant authorities capable of assisting in responding to an emergency, as determined by the appropriate authority.
		Chapter 9.1 subsequently summarizes a series of nine (9) recommendations for the design and preparation of an aerodrome emergency plan.
Annex 14	Volume II - Heliports	Chapter 6
		Heliport emergency response
		6.1 Heliport Emergency Planning
		6.1.1 A heliport emergency plan shall be established in proportion to helicopter operations and other activities conducted at the heliport.
		6.1.2 The plan shall identify the organizations capable of assisting in responding to an emergency at or in the vicinity of the heliport.
		Chapter 6.1 then outlines, in broad strokes, a series of seven (7) recommendations for the design and preparation of a heliport emergency plan.
Annex 17	Security	Chapter 5
		Management of response to unlawful interference
		5.1 (Prevention)
		5.1.4 Each Contracting State shall ensure the development and provision of emergency plans to protect civil aviation against acts of unlawful interference. Emergency plans shall be regularly tested.
Annex 19	Safety Management	Appendix 2
		Framework for Safety Management Systems (SMS)
		1.4. Coordination of emergency planning
		The service provider, required to establish and maintain an emergency response plan for accidents and incidents occurring in aircraft operations and other aviation emergencies, shall ensure appropriate coordination with the emergency response plans of organizations with which communication is required during the provision of their services.

Reference: ICAO 2022

When the approach to Raleigh Durham Airport in North Carolina, a BAE Jetstream 32 lost control and crashed on December 13, 1994. During the final approach correction, descending 2,100 ft. (640 meters) with the power levers at flight idle, a burning ignition light caused the captain to believe that the left engine was on fire (Flight Safety Foundation, 1996). The captain, during the go-around procedure, failed to feather the propeller, secure the engine, or follow any abnormal or emergency procedures related to an engine failure, resulting in the loss of control and a collision with the terrain, causing fatalities. Only three passengers survived the accident (Burian, Dismukes, & Barshi, 2003).

The burning ignition light in this accident was actually described as a "minor transient anomaly" (Flight Safety Foundation, 1996), and it was later determined that both engines were operating normally throughout the flight until the collision. However, during the accident investigation, it was discovered that the company had improperly trained flight crews to always associate a burning ignition light with an engine failure. The investigation

found that the training provided by the company did not adequately address the recognition of a low-power engine failure and that the company records did not provide sufficient evidence of properly monitoring and managing training performance (Burian, Dismukes, & Barshi, 2003).

There have been many accidents where problems with emergency equipment hindered the response of a flight or cabin crew to an emergency situation. One such accident occurred on April 28, 1988, in Maui, Hawaii, when a section of the fuselage measuring 18 ft detached from a B727-200 aircraft at an altitude of 24,000 ft (7315.2 meters), causing an explosive decompression (NTSB, 1989). Although the crew was able to land in Maui 13 minutes after the incident, the captain had to manually hold the oxygen mask to his head and face with his hand due to its large size, which made it difficult to prevent it from slipping. Furthermore, he had significant difficulty communicating through the microphone due to the mask (Burian, Dismukes, & Barshi, 2003).

An incident that may serve as an example of communication issues between cabin and flight crews occurred on March 26, 2003, affecting the evacuation of a flight in Flushing, New York (NTSB, 2003; preliminary report). While on final approach, the warning screen (EAD) of a B717-200 indicated a failure in the left generator. The display units and standby devices went dark and then started randomly flashing. Subsequently, the flight crew detected a burning smell in the cockpit. The lead flight attendants also noticed a burning smell in the cabin and determined that the handset used to make announcements and communicate with the cockpit was not working. After landing, the lead flight attendant tried to get the attention of the flight crew by banging on the cockpit door and speaking loudly. However, the flight crew reported that they did not hear any noise or loud speaking from the door (Burian, Dismukes, & Barshi, 2003).

Elements of emergency management and training in aviation operations can be categorized under relevant themes, including training-related topics, aircraft-related topics, and equipment and evacuation-related topics. The training received by flight and cabin crews regarding emergency and abnormal situations is an important area examined in this research. The prominent elements in the training on this subject are listed below:

- The scope of the training received by flight and cabin crews regarding emergency and abnormal situations
- Various training technologies and approaches used to deal with emergency situations during initial and recurrent training
- Procedures
- Skill acquisition training
- Long-term retention of skills
- Preparedness to handle non-standard or ambiguous situations
- Ability to respond appropriately when multiple problems arise simultaneously

The aircraft-related topics that affect the outcome of abnormal situations have also been examined within the scope of this study. The findings of this examination are evaluated under the following categories:

- In a category called Critical Aircraft Systems, the role that systems with flight protection envelopes can play in handling these situations.
- How cockpit warnings and alert systems can either facilitate or impede crew intervention.
- The conditions, levels, and types of automation that should be implemented, the potential consequences of uncritical acceptance of automation, comparing

procedures for emergency and abnormal situations among highly automated aircraft, and returning to less automated flight and developing manual flying skills.

The prominent topics regarding emergency equipment and evacuations have been examined within the scope of this study. The findings of this examination can be listed as follows:

- The usage issues of certain equipment provided to flight and cabin crews for emergency or abnormal situations.
- Competence of personnel in using emergency equipment.
- Potential confusion and vulnerability to errors among personnel in different aircraft configurations.
- Evaluation of whether crews receive adequate training and practice.
- Appropriateness of evacuation decisions.
- The effectiveness of communication between the cabin and cockpit.

The accidents we have examined in our research are rare in severity in airline operations. However, emergency and abnormal situations occur daily in flights worldwide. These situations are inherently challenging and require high-skilled performance from flight crews and close coordination among everyone assisting them. In this vast field, there are numerous topics that cannot be definitively addressed by any single project. It is important to identify safety gaps and describe problems to establish best practices in aviation projects. In this way, we hope to contribute to preventing emergency and abnormal situations from turning into accidents.

Our contribution to the theory may involve evaluating the information used by international aviation organizations (ICAO, EASA, IATA, UK CAA, JAA, etc.) and identifying different or potentially improvable resources and elements that can be utilized in our country. Considering the limitations of the research, it would be beneficial to include interviews with personnel in future studies to gather their perspectives. This would allow for an assessment of whether our research meets the requirements and can be further evaluated.

CONCLUSION

The research findings indicate that the literature review initially yielded elements categorized into stages of airport emergency management, including pre-emergency precautions and training, effective and timely intervention during emergencies, post-emergency assessment, and drawing conclusions from the assessment. In this study, information regarding the effective implementation of necessary training and training refreshers prior to emergency interventions was also evaluated within these categories. The pre-emergency concept involves planning for the management of all situations that can interact with effective emergency response. Pre-planning should include clear definitions of operational authority and responsibilities for the development, testing, and implementation of emergency plans. Issues that arise during emergencies depend on the phase, structure, and location of the emergency. The context of an emergency can change as rescue operations progress. For example, the airport fire chief or personnel are typically the first individuals responsible for emergency forces, but they should be aware that they fall under the jurisdiction of the designated and assigned "incident commander" at the incident site as determined by the emergency command center. Recommendations for emergencies should take into account all weather conditions, such as extreme heat and cold, snow, rain, wind, or low visibility. Additionally, potential accident areas in the rugged terrain surrounding the

airport, such as water puddles, roads, sinkholes, and other problematic areas, should be considered.

The recommendations provided in the International Civil Aviation Organization (ICAO) manual are based on the fundamental need for the survival of aircraft occupants and other injured individuals resulting from aircraft accidents/incidents. Stabilizing and providing medical treatment during emergencies is equally important. In life-threatening situations, the speed and quality of such treatment are of vital importance. Effective rescue operations require adequate pre-planning of emergencies and regular implementation exercises (International Civil Aviation Organization, 1991).

The need to notify support organizations (hospitals, ambulances, etc.) of the termination of the emergency should also be considered for them to resume normal operations. Documenting different operations during emergencies helps collect data for various accident and incident reports and facilitates their organization. It also establishes a structure for emergency critique and can serve as a resource for improving procedures and regulations in emergency plans. Reporting and documentation processes following the termination of an emergency are crucial for process improvements and feedback.

The regulations of international aviation organizations such as the FAA, ICAO, and EASA were evaluated within the context of their recommended training and requirements. The findings were tabulated to compare the approaches of these organizations regarding SMS Training, CRS Training, Emergency Training, Aviation Security Training, First Aid Training, and Practical Training. Since our study encompasses all of these training categories, ICAO documents were also examined, and their requirements were summarized in a table in this study.

Through the analysis of case studies from aviation companies, prominent elements have been identified in the areas of emergency training, emergency equipment and evacuations, and aircraft-related matters. Under these headings, subheadings were determined, highlighting factors that should be taken into account during training and planning. The systematic categorization obtained from our study will facilitate improvements in aviation emergency management training by providing a summary that addresses which areas need to be focused on.

Another notable aspect in emergency management plans is that the information provided by the International Civil Aviation Organization (ICAO) should not contradict local or state regulations. The primary purpose of this document is to warn participating units and organizations that conflicts may arise due to overlapping or non-existent local regulations in the event of an aircraft emergency. It is expected that this information will be useful in resolving problems arising from real emergencies (International Civil Aviation Organization, 1991).

An important aspect of the plan is identifying all available sources of information that can be utilized in managing emergencies as defined in the airport emergency plan. The most effective method for obtaining and timely delivering these resources should be included in the planning process.

Based on the categories obtained from our research, it is believed that a step-by-step improvement can be achieved by examining all these results. By checking the relevant categorical improvements and requirements, this process will serve as a facilitator in the improvement and restructuring of the process. In future studies, it is expected that the categories can be enriched by closely examining the current situation through case studies and considering new factors that may arise due to changing living conditions, which were not mentioned in our study.

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Kavramsal Açıdan "Kozmopolitan Yurttaşlık" Tartışmaları

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ÖZET

Eşitlik ve adalet prensipleri etrafında şekillenen yurttaşlık anlayışının gerek vatandaşların hakları gerekse sorumlulukları açısından kavramsal düzeyde geçirdiği evrim, esasen toplumların evrimine karşılık gelmektedir. Toplumsal sınıflar ölçeğinde tartışılan yurttaşlık kavramı, küreselleşme, çok kültürlülük, ulus devlet, milliyetçilik tartışmalarıyla ilişkilendirildiğinde bu evrim daha anlaşılır hale gelmektedir. Kavramsal temelleri Antik Yunana kadar uzanan, en genel yaklaşımla birey-devlet ilişkisini ifade etmek üzere kullanılan "yurttaşlık", küreselleşme ile birlikte bireylerin artan özgürlük beklentileri, kimlik farkındalıkları ile "kozmopolitan yurttaşlık"tan "dijital yurttaşlık"a uzanan tartışmaları da gündeme getirmektedir. Bu çalışmada, özellikle küreselleşme, teknolojik gelişmeler ve yeni medya kullanımı ile farklı bir form kazanan yurttaşlık tartışmaları "kozmopolitan yurttaşlık" etrafında ele alınmıştır. Bu amaçla öncelikle yurttaşlık kavramının tarihsel arka planı bir süreç olarak ele alınmış ardından kozmopolitan yurttaşlık kavramına değinilerek yurttaşlık kavramının ne yönde evrildiğine mevcut literatür bağlamında ışık tutmaya çalışılmıştır. Her ne kadar dünya yurttaşlığı ya da kozmopolitan yurttaşlık pek çok tartışmayı beraberinde getirse de bu tartışmaların nirengi noktaları ile literatüre katkı sağlamak amaçlanmıştır.
Anahtar Kelimeler: Yurttaşlık, Kozmopolitan Yurttaşlık, Küreselleşme

Discussions On "Cosmopolitan Citizenship" In Conceptual Perspective

ABSTRACT

The evolution of the concept of citizenship, which is shaped around the principles of equality and justice, at the conceptual level, in terms of both the rights and responsibilities of citizens, essentially corresponds to the evolution of societies. This evolution becomes more understandable when the concept of citizenship, which is discussed with social classes, is associated with the discussions of globalization, multiculturalism, nation-state and nationalism. The foundations of the concept of "citizenship" date back to Ancient Greece. It is used to express the individual-state relationship with the most general approach. The increasing expectations of freedom and identity

awareness of individuals with globalization also bring up debates ranging from "cosmopolitan citizenship" to "digital citizenship". In this study, citizenship debates, which have gained a different form especially with globalization, technological developments and the use of new media, are discussed around "cosmopolitan citizenship". For this purpose, first of all, the historical background of the concept of citizenship is discussed as a process. Then, by referring to the concept of cosmopolitan citizenship, it has been tried to shed light on how the concept of citizenship has evolved in the context of the existing literature. Although world citizenship or cosmopolitan citizenship brings with it many discussions, it is aimed to contribute to the literature with the triangulation points of these discussions.

Key words: Citizenship, Cosmopolitan Citizenship, Globalization

GİRİŞ

Yurttaşlık, bir ülkenin yasal sistemine bağlı bir kişinin, o ülkenin vatandaşı olması durumudur. Vatandaşlar için anayasal haklar, seçme ve seçilme hakkı, iş bulma hakkı, sağlık hizmetleri alma hakkı vb. gibi pek çok hak ve fırsatlar sunulmaktadır. Felsefi açıdan yurttaşlık, bir bireyin o topluma uyum sağlamak ve onun gelişimine katkıda bulunmak için sorumluluk almış olması durumudur. Bu anlayışta yurttaşlık, onuru ve sorumluluğu içeren bir kavramdır. Sosyolojik açıdan bakıldığında yurttaşlık, bireylerin birbirleriyle ve toplumla olan ilişkilerinin bir yansımasıdır. Yurttaşlık, her bir bireyin diğer bireylerle etkileşimlerinde belirgin hale gelir. Bu anlamda, yurttaşlık toplumsal bir anlaşma niteliğinde olup üyelerin birbirlerine karşı sorumluluklarını ve haklarını belirler. Yasal olarak yurttaşlık, bir ülke tarafından tanınan bir kişisel hak olmakla birlikte, uluslararası yasal çerçeveler altında da düzenlenmiştir. Yurttaşlık birçok ülkede mevcut olan, nitelik ve yasal haklar bakımından başka tür haklardan ayrılan tek kişilik bir durumdur. Birçok farklı açıdan tanımlanabilecek olan yurttaşlık, genellikle anayasal, felsefi ve toplumsal anlaşma niteliğinde olan bir kavramdır. Bu kavramsal yaklaşımlarda yurttaşlığın, yasal, toplumsal ve kişisel haklar açısından belirleyici olduğu görülmektedir. Yurttaşlık, belirli bir siyasi topluluk içindeki bireylere belirli haklar, ayrıcalıklar ve sorumluluklar veren bir statüdür. Yurttaşlık kavramı, devletin vatandaşlarını koruma ve sağlama görevi olduğu ve vatandaşların siyasi sürece katılma ve topluluklarına katkıda bulunma görevi olduğu fikrine dayanmaktadır.

Yurttaşlık temel hakları açısından; ifade özgürlüğü hakkı, oy kullanma hakkı ve sosyal refah hakkı gibi medeni, siyasi ve sosyal hakları içerir. Yurttaşlık ayrıca vergi ödemek, yasalara uymak ve siyasi süreçlere katılmak gibi belirli sorumlulukları da içerir. Yurttaşlık doğum, soy, yurttaşlık veya evlilik yoluyla elde edilebilir ve farklı ülkelerin yasalarına bağlı olarak çeşitli şekillerde elde edilebilir. Yurttaşlık durağan veya sabit bir kavram değildir, zamanla değişebilir ve farklı toplumlar vatandaş olmanın ne anlama geldiğine dair farklı anlayışlara sahiptir. Örneğin, bazı toplumlar bireysel hak ve özgürlüklerin önemini vurgularken, diğerleri toplumsal sorumluluk ve yükümlülüklere daha fazla vurgu yapmaktadır. Ayrıca küreselleşme, küresel yurttaşlık fikrine dayanan ve bir bütün olarak küresel toplumun refahı için sorumluluk almanın önemini vurgulayan ulusötesi yurttaşlık gibi yeni yurttaşlık biçimlerinin ortaya çıkmasına neden olmuştur. Her ne kadar küreselleşme kavramı gerek ekonomik gerek siyasi ve gerekse sosyal yapı açısından farklı şekillerde tartışılmış olsa da bu çalışmada literatürde yer alan "kozmopolitan yurttaşlık" kavramı ile ilintisi sebebiyle ele alınmıştır.

1. Küreselleşme ve Yurttaşlık Kavramının Dönüşümü

Yurttaşlık, belirli bir siyasi topluluk içinde bir dizi hak, ayrıcalık ve sorumluluk içeren karmaşık bir kavramdır. Zaman içinde değişebilir ve farklı toplumlar ve kültürler arasında farklılık gösterir. Özellikle küreselleşme ile birlikte düşünüldüğünde Dünyanın daha akışkan hale gelmesi ve ulus-devletin geleneksel sınırlarının gözenekli hale gelmesi, yurttaşlığın doğasında derin değişikliklere yol açmıştır. Küreselleşme, ekonomik, politik, kültürel ve teknolojik alanlar dahil olmak üzere dünyanın farklı bölgeleri arasındaki artan karşılıklı bağlantı ile karakterize edilmiştir. Yurttaşlık artık durağan, sınırlı ve ayrıcalıklı bir kategori olarak değil, esnek, dinamik ve gelişen bir forma bürünmüştür veya bürünmektedir. Vatandaşlar artık küresel bir topluluğun üyeleri olarak görülmekte, hakları ve sorumlulukları yalnızca devlete değil, bir bütün olarak küresel topluluğa bağlı olarak şekillenmektedir. Küreselleşme, ulusal sınırları aşan kozmopolit yurttaşlık anlayışını vurgulayan ulusötesi yurttaşlık veya küresel yurttaşlık gibi yeni yurttaşlık biçimleri yaratmıştır. Bu tür yurttaşlık, sivil katılımın önemini ve iklim değişikliği, insan hakları ve yoksulluğun azaltılması gibi küresel konulara karşı sorumluluk duygusunu vurgular.

Habermas küreselleşmenin egemenlik üzerindeki etkilerini, devletin kontrol kabiliyeti ve gücünü yitirmesi, karar mekanizmasında meydana gelen meşruiyet eksikliği ve devletin meşruiyet temin edici idari ve düzenleme hizmetleri sunmadaki yetersizliği şeklinde sınıflandırmaktadır. Habermas'ın belirttiği gibi "Küreselleşme tarihi bir terkibi köklü bir değişime uğratmaktadır. Bu terkib, kendini devlet, toplum ve iktisadın aynı milli sınırlar dahilinde bir arada gelişmesi olarak göstermiştir. Milletler-arası iktisat sisteminde, ticari münasebetleri iç ve dış ticaret diye ayıran sınırları devletler tespit ederlerdi. Pazarların küreselleşmesi ile birlikte bu milletler-arası iktisadi sistem, artık milletler-üstü iktisada dönüşmeye başlamıştır. Bu değişimde görülen belirgin özellikler şunlardır: İlk etapta sermaye hareketleri bütün dünya sathında hızlanmış, ayrıca milli iktisadi mevziler küresel bağlantı içinde olan mali piyasalara bağımlı hale gelmiş bu mevziler, mali piyasaların icaplarına gösterdikleri uygunluk derecesine göre değer ve önem kazanmaya başlamıştır. Bütün bu gelişme ve olgular devletlerin niçin münasebetlerin kavşak noktası olma özelliğini kaybettiğini izah etmektedir. Artık devletler ve milletler-arası münasebetlerin esas yapısını, küresel münasebetler oluşturmaktadır. Geçmişte milli iktisatlar, devlet sınırları içinde yer açılırken şimdi artık devletler pazarların içine yerleştirilmiş durumdadır. Sınırların böylesine muğlaklaşması ve bilinmesi tabi ki sadece iktisat ile sınırlı kalmamaktadır" (Habermas, 2008: 24-25).

Diğer yandan küreselleşmenin, küresel yurttaşlık vizyonuna meydan okuyabilen ve farklı uluslar ve topluluklar arasındaki gerilimlerin kaynağı haline gelebilen küresel ekonomik eşitsizlik veya bölgesel çatışma gibi yeni eşitsizlik biçimlerinin ortaya çıkmasına da yol açtığı da belirtilmelidir. Küreselleşme yurttaşlığın doğasını derinden etkilemiş ve yurttaşlıkla ilgili daha kapsayıcı, dinamik ve küresel kapsamda yeni fikirlerin ortaya çıkmasına yol açmıştır, ancak bu aynı zamanda yurttaşlığın inşası için ele alınması gereken yeni zorluklar da ortaya çıkarmıştır. Küreselleşme, sınırların ortadan kalkması, iletişim teknolojilerinin gelişmesi ve ekonomik entegrasyonun artması gibi faktörlerle birlikte dünya çapında toplumsal, siyasi ve ekonomik değişimlere yol açtığından, yurttaşlık anlayışının değişmesine ve yeni yurttaşlık modelleri ortaya çıkmasına neden olmuştur. Küreselleşmenin ulus-devletler ve yurttaşlık üzerindeki etkileri ile bu modellerin ortaya çıkışı, yurttaşların kimliklerini ve yurttaşlıklarını daha karmaşık hale getirmiştir.

Küreselleşme ile birincil siyasi birim olarak ulus-devletin geleneksel rolü, vatandaşlık statik ve sınırlı bir kategoriden daha dinamik ve esnek bir kategoriye dönüşmüştür. küreselleşmenin artan hareketliliği ve kültürel etkileşimleri ele alabilen bu yurttaşlık modelleri, toplumsal uyum ve küresel dayanışmanın sağlanmasında önemli bir role sahip olabileceğinden önem arz etmektedir.

Yeni yurttaşlık modelleri, geleneksel yurttaşlık anlayışının ötesine geçen daha geniş bir anlam taşır. Örneğin, küreselleşmenin artan hareketliliği, transnasyonal yurttaşlık kavramının ortaya çıkmasına neden olmuştur. Transnasyonel yurttaşlık, ülke sınırları içinde sınırlı kalmayan, aynı zamanda farklı ülkeler, kültürler ve etnik kimlikler arasında hareketlilik gösteren bir yurttaşlık modelidir. Bu yurttaşlık modelinde, yurttaşlar bireysel, toplumsal ve küresel düzeyde birden fazla kimlik ve aidiyete sahip olabilirler. Ayrıca, küreselleşme, yurttaşların birbirleriyle daha sık iletişim kurmalarına ve birbirlerinin dünya görüşlerine ve kültürüne daha açık olmalarına neden olmuştur. Bu da çok kültürlü yurttaşlık kavramının yükselmesine yol açmıştır. Çok kültürlü yurttaşlık, yurttaşların birden fazla kültürel kimliği benimseme ve saygı gösterme yeteneğine sahip olmalarını gerektirir.

Küreselleşmenin ulus-devletler üzerindeki etkilerinden biri, onları daha az güçlü hale getirmesidir. Ulusal sınırlar boyunca artan mal, hizmet ve sermaye akışı, ulus-devletlerin ekonomilerini kontrol etme ve çok uluslu şirketlerin davranışlarını düzenleme yeteneklerini

azaltmıştır. Bu, gücün ulus-devletlerden Dünya Ticaret Örgütü ve Uluslararası Para Fonu gibi ulus-ötesi kurumlara kaymasına yol açmıştır. Öte yandan küreselleşmenin ulus-devletler ve yurttaşlık üzerindeki bir diğer etkisi de ulusal sınırların bulanıklaşmasına yol açmasıdır. Ulusötesi insan, mal ve kültür akışı, sabit ve istikrarlı bir varlık olarak geleneksel ulus-devlet anlayışına meydan okuyan daha büyük bir karşılıklı bağlılık duygusu yarattı. Bu, ulusötesi yurttaşlık veya küresel yurttaşlık gibi, sivil katılımın önemini ve küresel meselelere karşı sorumluluk duygusunu vurgulayan yeni yurttaşlık biçimlerinin ortaya çıkmasına yol açmıştır. Ek olarak, küreselleşme, küresel yurttaşlık vizyonuna meydan okuyabilen ve farklı uluslar ve topluluklar arasındaki gerilimlerin kaynağı haline gelebilen yeni eşitsizlik biçimlerinin ortaya çıkmasına yol açmıştır. Küreselleşme aynı zamanda küresel iş birliğini ve dayanışmayı baltalayabilen milliyetçilik ve popülizmde bir artışa yol açmıştır. Özetle, küreselleşmenin ulus-devletlerin rolü ve yurttaşlığın doğası üzerinde derin bir etkisi olmuş, ulusal sınırların bulanıklaşmasına, gücün ulus-devletlerden ulusötesi kurumlara kaymasına, yeni yurttaşlık biçimlerinin ortaya çıkmasına yol açmıştır. Bu bağlamda dünya yurttaşlığı tartışılır olmuştur.

Pratik karşılığı güç gibi görünse de ütopik olarak tartışılsa bile kozmopolitan yurttaşlık kavramının, özgürlükleri ve hakları genişletme açısından, sadece bir kavram olarak ele alınmasının dahi düşün dünyasına katkı sağlayacağı umulmaktadır. Günal'ın belirttiği gibi Nussbaum ulusal yurttaşlık yerine dünya yurttaşlığını merkeze alması için dört temel neden sıralamıştır. Bunlardan ilki, kozmopolitan eğitim ile kendimiz hakkında da daha çok şey öğreniriz; diğerlerinin gözleriyle kendimize bakarak, pratiklerimizde nelerin yerel ve sonradan edinilmiş ve nelerin daha genel anlamda paylaşılan şeyler olduğunu görürüz, ikincisi çevre kirliliği gibi uluslararası dayanışma gerektiren sorunlara çözüm üretilebiliriz Diğer yandan Dünyanın geri kalanına olan ahlâki yükümlülüklerimizi fark ederiz. Ve son olarak savunmaya hazır olduğumuz farklılıklara dair daha bütünlüklü ve tutarlı bir argüman geliştirebiliriz. Yine Nussbaum'a göre aidiyetleri bir kenara atmadan ve onların yüzeysel olduklarını düşünmeden de kozmopolit olunabilir ve sadece kozmopolitanlık aklın, ahlâki açıdan iyi olanın ve insanlık sevgisinin önünü açabilir. (Günal,1998,https://birikimdergisi.com/dergiler/birikim/1/sayi-111-112-temmuz-agustos-1998/2306/kozmopolitanizm-ve-yurtseverlik/5227, Erişim tarihi: 13.06.2023)

2. Bir Kavram Olarak Kozmopolitanizm ve Yurttaşlık

Kozmopolitanizm ideali; batı düşünce tarihinde ilk kez 2500 yıl önce belirdikten sonra, her ne kadar uzun tarihi boyunca önemli değişikliklere uğramışsa da, bir birey dünya vatandaşı olabilir ve olmalıdır şeklinde kısaca tarif etmek mümkündür. Kozmopolitanizmin bu tanımı kendi içinde tüm insanlık âlemi ile bir arada olabilme potansiyelini veya gereğini bir evrensel ilke olarak barındırır. Kozmopolitanizm kelimesinin ilk yarısını oluşturan kosmos bireyin sınırlı evreninin dışına çıkarak tüm dünyanın ve evrenin bir parçası olması gerekliliğini ifade ederken; kelimenin ikinci yarısını oluşturan polis ise bu bir parça olmanın tek başına bir şey ifade etmediğini bunun siyasal bir yurttaşlık ile tamamlanması gerektiğini belirtir (Odabaşı, 2010: 5). Bu bağlamda "Kosmos" ile "polis" arasındaki argümanın tekrar kurulmasına yönelik bir çaba olarak felsefe tarihinde yer alan "Kozmopolitanizm" düşüncesinin özünde karşıtlıkların dikatomik tarihini bozan yeni bir perspektifin yer aldığı söylenebilir. "Çünkü kosmopolis, kosmos ve polis karşıtlıkları üzerinden karşıtlıklar birliğinin bozuluşuna işaret eder" (Alyağut, 2008: 3). Alyağut'un belirttiği gibi; kozmopolitanizm düşüncesi global dünyanın etik talepleri olarak sunulsa da, kozmopolitanizm düşüncesinin ne türden bir ortaklığa çağrı yaptığını anlamak için felsefe tarihindeki konumlanışını anlamak gerekir: "Kozmopolitanizm geleneğini bireyle ilişkilendirdiğimizde kozmopolitan, kentle ilişkilendirdiğimizde kozmopolit adı öne çıksa da, kozmopolitanizm düşüncesi felsefe tarihinde bir kosmopolis ideali üzerinden yol alır.

Her halükarda kozmopolitanizm, kendisine bütün bir dünyayı yurt ve insanlığı yurttaş olarak amaç edinen evrensel bir düşüncedir. Kosmopolis ideali asla bireyin dünya üzerinde her yerde kendini evinde hissetmesi ya da hiçbir yerde evinde hissetmemesi anlamına gelmez. Her bireyin kendini ilkin bir "dünya yurttaşı" olarak görmesini talep eden kozmopolitanizm düşüncesi kosmos'u ve polis'i ekonomik değil, ahlaki ilkeler üzerine kurmak ister." (Alyağut, 2008:1). Bu kapsamda Bağbaşoğlu'nun belirttiği gibi kozmopolitanizm ve kozmopolitan ilkeler insani müdahaleler ile daha somut bir kavram haline gelmektedir: "İnsanı müdahalenin, egemenlik, karışmazlık ve kuvvet kullanmama ilkeleri üzerine inşa edilen uluslararası toplumun en güç sınavı olduğu" tespitinden hareket edildiğinde uluslararası hukukun ve bu hukukun ardında yatan moral motivasyonunun giderek kritikleşen insani müdahale sorunu karşısında nasıl bir tutum sergilediği/sergilemesi gerektiği tartışmaları mevcut duruma farklı yaklaşımlar getiren bakış açıları insani müdahale sorunu bağlamında egemenlik ve kozmopolitanizm ile de zenginleşmektedir. Bu tartışmalar arasında en öne çıkan ise kozmopolitanizmdir. Kozmopolitan düşünce, küresel çaptaki sorunların çözümü için küresel kurumların oluşturulmasını istemektedir. Ancak yukarıda da belirtildiği gibi normatif karakterli kozmopolitanizmin kendine özgü kurumsal yapıları henüz gelişmemiş bir görünümdedir. Bu durumda kozmopolitan ilkelerin kurumsallaşma süreci ya da varolan kurumlar eli ile gerçekleştirilmesi meselesi insani müdahale gibi bir örnekte daha somut hale gelmektedir" (Bağbaşlıoğlu, 2017: 3047-3064).

Odabaşı'nın belirttiği gibi, tüm bireyleri, yerel ve ulusal dar görüşlülüğün sınırlarını aşarak dünyaya karşı etik bir duruşu beraberinde getiren kozmopolitanizm, ahlaki evrenimizi belirleyen sınırların, kimseyi dışarıda bırakmadan, ötekileri de kapsayarak genişlemesini sağlar (Odabaşı, 2010: 8). Kozmopolitan düşünce insanı, aile, soy, etnik köken, milliyet vs. gibi herhangi bir toplumsal ya da siyasal kategoriye müracaat etmeden daha büyük bir bütünün- "insanlığın"- parçası olarak kavrar. Kozmopolitan düşüncenin, -fiziki, siyasal ya da kültürel- hiçbir sınırı tanımayan karakteri yalnızca birçok düşünsel geleneği etkilemekle kalmamış aynı zamanda Roma İmparatorluğu ya da Ortaçağ Avrupa'sında görüldüğü gibi siyaseten de kuvvetli bir etkiye sahip olmasına yol açmıştır. (Bağbaşlıoğlu, 2017: 3047-3064.)

Kozmopolitanizmin temelindeki tüm insanların "insanlık" topluluğuna bağlı olduğu yatar. Dünyaya ait olma biçimi olarak hiçbir ayrım yapılmadan, aynı ahlak kodlamasının herkes için geçerli olduğunu savunulmaktadır. Kant'ın yapıtlarında ahlaki kozmopolitanizm ve politik kozmopolitanizm şekinde iki tip kozpolitanizm karşımıza çıkar. Kant'ın ahlaki kozmopolitanizmine göre tüm insanlar aynı ahlaki topluluğun üyesi olup dil, din, kültür ve ırk ayırt etmeksizin tüm insanlar birbirlerine karşı ahlaki anlamda sorumluludurlar (Dağ, 2018: 677-682). Kozmopolitizmin kavramsal olarak Kant'la birlikte bir dönüşüm geçirerek, vatandaşlığı inkardan dünya vatandaşlığına dönüştüğü ve kozmopolit haklar şeklinde yeni bir insan hakları tasavvuruyla ilişkilendirildiği söylenebilir(Özveri, 2023: 34).

SONUÇ

Yurttaşlık, ifade özgürlüğü hakkı, oy kullanma hakkı ve sosyal refah hakkı gibi medeni, siyasi ve sosyal hakları içeren, zamanla değişebilen ve farklı toplumlarda farklı anlayışlar ile ifade edilen hukuki bir terimdir. Bazı toplumlar bireysel hak ve özgürlüklerin önemini vurgularken, diğerleri toplumsal sorumluluk ve yükümlülüklere daha fazla vurgu yapmaktadır. Diğer yandan küreselleşme, küresel yurttaşlık fikrine dayanan ve bir bütün olarak küresel toplumun refahı için sorumluluk almanın önemini vurgulayan ulusötesi yurttaşlık gibi yeni yurttaşlık, kozmopolitan yurttaşlık, dijital yurttaşlık gibi biçimlerinin ortaya çıkmasına neden olmuştur.

Kozmopolitanizm, bireylerin insanlık adı verilen topluluğa aidiyeti düşüncesidir. Böyle bir düşüncede etik prensipler, herhangi bir devlet sınırları dahilinde değil, dünya-vatan kavramı çerçevesinde dünyadaki bütün insanlar için aynı derecede bağlılık ve aynı derecede ait olma düşüncesinde barındıracağı şeklinde yorumlanabilir.

Kozmopolitanizmin, antik Yunan düşüncesinde özellikle Stoacı düşüncede karşımıza çıktığından beri farklı anlamlara büründüğü bazen etik, bazen siyasi bazen de hukuki yönleri ağır basan bir kavram olduğu, kullanıldığı çağa, fikre ve hangi krizlere çözüm olarak ele alındığına göre değerlendirilmesi gerektiği söylenebilir. Kozmopolitanizm terimi kriz ve buhran çağlarında sığınılacak bir teselliden ziyade yeryüzünü paylaşan, tüm insanlara diğerlerini de göz önüne alması gerektiğini hatırlatarak çözümler üreten bir kılavuz olarak görülebilir (Duva, 2022:290-291).

İnsanoğlunun eski çağlardan bu yana belirli bir coğrafya yahut etnik aidiyet ile kendisini sınırlamak istememe eğilimi sıkça vurgulanan bir husustur. Kişilerin vatan olarak yeryüzünü görmesi, gittiği her yerde karşılaşmış olduğu kültürlere uyum sağlama ve beraberinde bu kültürlerle kaynaşarak bir parçası hâline gelme isteği kozmopolit bir toplum inşasını oluşturma arzusu yönünde belirleyici bir etken olmuştur. Bu bağlamda kozmopolitanizm özellikle insan hakları bağlamında da önem arz eden bir kavram olarak tartışmalarda kullanılabilecek elverişli bir araç olarak gözükmektedir. Özellikle farklı nedenlerle yaşanan göçlerin arttığı dönemlerde hem farklı kültürlerin karşılaşması hem de farklı düşünce biçimlerinin konuşulabilmesi açısından kozmopolitan yurttaşlık kavramının araçsallaştırılması işlevsel gözükmektedir.

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The Humor of Inexplicable Things: A Qualitative Comparison Between Meme Marketing and Viral Marketing

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ABSTRACT

Meme marketing and viral marketing share some similarities despite being different marketing strategies. Both are built upon shareable, interesting, and entertaining content, While viral marketing has been a popular marketing strategy for many years, meme marketing has emerged as a new and potentially more effective approach in the digital age. Although both strategies rely on shareable, entertaining content, meme marketing is more targeted and personalized than viral marketing, which tends to have a broader reach. Additionally, meme marketing aims to increase engagement and interaction with the audience, while viral marketing is often more passive in its approach. Thus, it can be argued that meme marketing offers a more tailored and engaging way to connect with consumers and promote brand messaging. The study will use the methodology of a case study to compare the effectiveness of meme marketing and viral marketing as marketing strategies. A case study is an appropriate methodology for this research because it allows for an in-depth analysis of specific cases, which can provide insights into the benefits and drawbacks of each marketing strategy in different contexts. The case study will involve analyzing the marketing campaigns of two companies, one using viral marketing and the other using meme marketing, to compare their respective outcomes in terms of brand awareness, engagement, and sales. By using a case study approach, this research aims to provide a more nuanced understanding of the differences between meme marketing and viral marketing, and their relative effectiveness as marketing strategies.
Keywords: Humor in Marketing Campaigns, Internet Memes, Meme Marketing, Viral Marketing.

İzahı Olmayan Şeylerin Mizahı: Mim Pazarlama ve Viral Pazarlama Arasında Nitel Bir Karşılaştırma

ÖZET

Mim pazarlama ve viral pazarlama, farklı pazarlama stratejileri olsa da; paylaşılabilir, ilginç ve eğlenceli içerikler üzerine kuruludur. Viral pazarlama uzun yıllardır popüler bir pazarlama stratejisi olmasına rağmen, mim pazarlama dijital çağda yeni ve potansiyel olarak daha etkili bir yaklaşım olarak ortaya çıkmıştır. Her iki strateji de paylaşılabilir, eğlenceli içeriklere dayandığından, mim pazarlama, daha kapsamlı bir kitleye sahip olan viral pazarlamadan daha hedefe yönelik ve kişiselleştirilmiştir. Ayrıca, mim pazarlama hedef kitle ile etkileşimi artırmayı amaçlarken, viral pazarlama genellikle daha pasiftir. Böylece, tüketicilerle bağlantı kurmak ve marka mesajlarını tanıtmak için daha özel ve etkileyici bir yol sunduğu düşünülebilir. Bu çalışma, pazarlama stratejileri olarak mim pazarlama ve viral pazarlamanın etkililiğini karşılaştırmak için durum çalışması metodolojisini kullanacaktır. Bir durum çalışması, her bir pazarlama stratejisinin farklı bağlamlarda avantaj ve dezavantajlarına dair anlayış sağlayabilecek özel vakaların derinlemesine analizine izin veren uygun bir metodolojidir. Bu durum çalışması, biri viral pazarlama diğeri ise mim pazarlama kullanan iki şirketin pazarlama kampanyalarının analizini içerecek ve marka bilinirliği, etkileşim ve satış gibi konulardaki sonuçlarını karşılaştıracaktır. Bir durum çalışması yaklaşımı kullanarak, bu araştırma mim pazarlaması ve viral pazarlama arasındaki farklılıkların ve pazarlama stratejilerinin göreceli etkililiğinin daha ayrıntılı bir anlayışını sunmayı amaçlamaktadır.
Anahtar Kelimeler: Pazarlama Çalışmalarında Mizah, İnternet Mimi, Mim Pazarlama, Viral Pazarlama

INTRODUCTION

Objectives of the Research

Examine the similarities and differences between meme marketing and viral marketing. Investigate the potential advantages and disadvantages of meme marketing compared to viral marketing. Provide insights into the benefits and drawbacks of meme marketing and viral marketing in different contexts through an in-depth case study analysis. Offer a more nuanced understanding of the differences between meme marketing and viral marketing as well as their relative effectiveness as marketing strategies.

Definitions of Meme Content and Viral Content

Memes; could be an image, video, piece of text, etc., typically humorous in nature, that is copied and spread rapidly by internet users, often with slight variations.[1][2]

Virals; are online content that achieves a high level of awareness due to shares and exposure on social media networks, news websites, aggregators, email newsletters and search engines.[6]

Figure 1 and 2 : Viral Content vs. Meme Content (Gangnam Style, Hide the Pain Harold)

Difference Between Viral Marketing and Meme Marketing

While viral content spread through sharing, meme content spread through imaginatively repurposing the original material. Existing research has studied the causes of these activities, and they are distinguishable [3]. Viral content is online content that achieves a high level of awareness due to shares and exposure on social media networks, news websites, aggregators, email newsletters and search engines [4].

Virals Are Temporary

Viral content in marketing is only usable for the short period of time when they become popular. They do not have any intention to convey a message or make people think, and there is no hidden message [5]. Viral content tends to have a temporary nature because its popularity and widespread sharing are often short-lived. It can quickly gain attention and generate a high level of engagement, but its impact may diminish as new trends and topics emerge.

Figure 3 and 4: Meme Contents Spreads with Slightly Different Variations. (Distracted Boyfriend)

Unlike viral content, memes propagate by being shared with slight modifications. These alterations can involve changing the written captions, adding or removing characters, or even completely transforming the scene. Consequently, memes have the ability to endure over time and reach larger audiences, transcending geographical boundaries. The "Distracted Boyfriend" meme, depicted in Figure 3, originated from a street photograph taken by Antonio Guillem and uploaded to a stock photo website in 2015. Over the years, people began sending the image to one another with different messages, as shown in Figure 5. This particular meme, which remains widely recognized today, serves as an example of how memes can be more impactful than viral content in marketing.

Figure 5: Variations of the Same Meme in Years. (Distracted Boyfriend)

Memes Remains Relevant Thanks to Their Versatility

In contrast, meme content possesses characteristics that contribute to its enduring presence and longevity. These characteristics include versatility and relatability, which enable memes to remain relevant, shared, and referenced even after the initial surge of virality subsides. Memes have the ability to adapt and evolve through small modifications, such as altering captions, adding or removing elements, or completely transforming the context [5]. This adaptability allows memes to resonate with a wide range of individuals and communities, transcending cultural, linguistic, and geographical boundaries. As a result, memes can maintain their appeal and continue to be circulated and engaged with by diverse audiences over an extended period. This sustained presence and ongoing dissemination of meme content exemplify its potential to endure and thrive beyond the temporary nature of viral content.

Dollar Shave Club Case

Dollar Shave Club, a mail-order subscription service for personal care products, was established in 2011 by Michael Dubin and Mark Levine [7]. Michael Dubin, a former digital marketing

executive, conceived the idea in response to the high prices of razor blades. In March 2012, the company made its official debut with a clever viral video that rapidly gained attention and helped establish its brand. Dollar Shave Club experienced swift success, thanks to its affordable pricing and innovative subscription model, offering customers a range of convenient and cost-effective options for razors and shaving products. On July 19, 2016, multinational consumer goods company Unilever acquired Dollar Shave Club for a reported $1 billion in cash, recognizing the substantial value and potential of the subscription-based business model. The current worth of Dollar Shave Club is not publicly available [8].

Dollar Shave Club's Video Gone Viral

The success of Dollar Shave Club can be attributed to their direct response marketing approach, which focused on rapidly building a paying user base. They achieved this through a highly successful short-form sales video that generated significant traffic and new subscribers. The video began by presenting their offer upfront, addressing potential objections, and highlighting the quality of their razors [9].

Figure 6: "Our Blades are F***ing Great" Commercial

The use of humor throughout the video helped engage the audience. The speaker emphasizes the importance of effective calls to action and the use of logical reasoning to support the product's value. Overall, the video exemplifies successful short-form direct-response marketing with its combination of humor, strategic messaging, and clear calls to action.

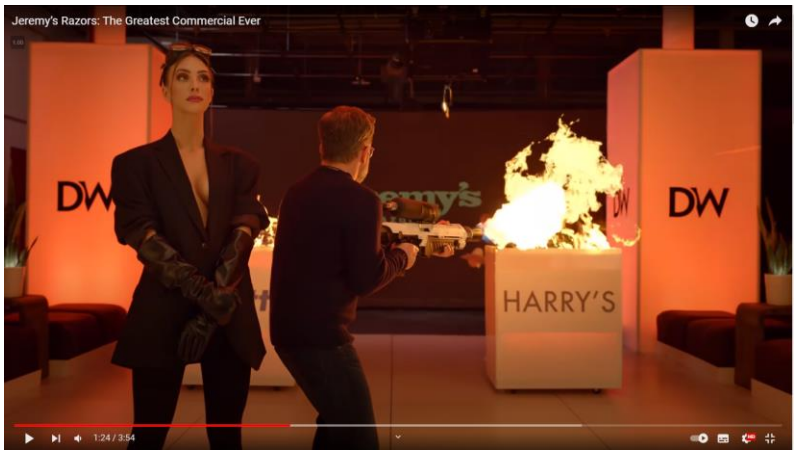

Figure 6: DailyWire's "Jeremy's Razors" Commercial

The effects of DSC (Dollar Shave Club) emerged when Harry's entered the market. Later, due to political reasons, they removed their advertisement from DailyWire. In response, DW created a striking advertisement, similar to the initial launch of other's monthly razor subscription, and released a grooming set under the brand "Jeremys" as a promotional stunt [10]. This demonstrates the effectiveness of viral marketing in the past decade. However, meme marketing will dominate in the next 10 years.

Scrub Daddy Case

Scrub Daddy is a company that produces and sells innovative cleaning products, most notably its signature sponge. It was founded by Aaron Krause in 2006. The company gained significant attention after appearing on the television show "Shark Tank" in 2012, where it secured a deal (200.000 US Dollars for %20 of the company) with investor Lori Greiner.

Scrub Daddy's unique sponge, which changes texture based on water temperature, became a hit with consumers. Scrub Daddy's exact net worth is not publicly disclosed. However, it has experienced substantial growth and success, expanding its product line and gaining a strong presence in the cleaning market [11].

Figure 7: Scrub Daddy Logo

Early Success of Scrub Daddy

The Scrub Daddy sponge quickly gained popularity due to its distinctive design and versatile functionality. It features a patented FlexTexture® material that adjusts its texture based on water temperature, allowing it to provide different scrubbing options for various cleaning tasks. The sponge's smiley face shape adds a touch of fun to the cleaning experience.

After the Shark Tank [12], Scrub Daddy has appeared multiple times on the QVC tele-shopping program, where they have introduced several new products. Some of these products include Scrub Mommy and Scrub Daisy, among others.

Figure 8: CEO Aaron Krause giving a business pitch in Shark Tank TV Show in 2012

Scrub Daddy's Meme Marketing Posts

Scrub Daddy employs meme marketing strategies by incorporating popular internet memes into their promotional content. One example of this is evident in their video titled "Giga Daddy," where they utilize the Giga Chad meme. By leveraging the existing popularity and recognition of the Giga Chad meme within online communities, Scrub Daddy taps into the meme's appeal and relevance to capture the attention of their target audience.

Figure 9: Giga Daddy Video gets 6.5 Million on Youtube and 28 Million on Tiktok in 4 months

The Giga Chad meme originated in 2017 and is linked to a nickname given to the subjects depicted in a series of edited photographs by Russian photographer Krista Sudmalis for her project Sleek'N'Tears. The term "Giga Chad" represents an exaggerated portrayal of Chad Thundercock, an internet archetype that symbolizes an extremely masculine and sexually attractive male figure. The meme has become popular in a range of online communities, including those associated with incels [13]

Figure 10: The Giga Chad Meme

One instance of the Giga Chad meme being utilized is in a video produced by Scrub Daddy, titled "Giga Daddy." The video showcases a cheerful sponge character with a prominent masculine jawline. In the background, the video features a sped-up and reverbed version of the track "Prolly my spookiest beat" by prodby668, playing on loop [14].

Figure 11: Some Other Meme Marketing Post on Scrub Daddy's Tiktok Account

METHODOLOGY

Case study approach used to compare meme marketing and viral marketing effectiveness. Two companies' content selected using simple random sampling due to irregular data sharing schedule. Analysis of marketing campaigns, focusing on brand awareness and engagement. Content analysis of marketing materials and social media posts. Quantitative data collected through companies social media accounts. Findings interpreted considering limitations of sampling method. Case study methodology provides detailed analysis of meme marketing and viral marketing.

FINDINGS

Meme marketing can foster a sense of closeness and relatability between the company and its customers by sharing the same humor and cultural references. Unlike viral videos, which may fade in popularity over time, successful memes have the potential for long-lasting impact and continued usage within online communities.

It is important to note that meme marketing should be approached with careful consideration, as inappropriate or offensive content can have negative consequences for a company's brand image.Viral videos have been highly effective over the past decade, but their production can be challenging, and there are no guarantees in viral marketing to achieving viral status even after investing a significant amount of money in advertising.

On the other hand, meme marketing requires minimal financial investment, as meme content can be created and shared without extensive production costs. Meme marketing allows for targeting a niche audience instead of attempting to reach all internet users worldwide, resulting in a more focused and potentially more engaged audience.

CONCLUSION

Theoretical Contributions

This research has made several theoretical contributions to the existing literature on marketing strategies, specifically focusing on meme marketing and viral marketing. By comparing these two approaches, the study has provided insights into their similarities, differences, and relative effectiveness. The findings contribute to a deeper understanding of these strategies and their implications in the digital age. The research highlights the importance of spreadable, interesting, and entertaining content in both meme marketing and viral marketing, while

emphasizing the targeted and personalized nature of meme marketing compared to the broader reach of viral marketing. Additionally, the study contributes to the literature by exploring the role of humor, popular culture, and internet memes in marketing campaigns, and their impact on audience engagement and interaction.

Managerial Contributions

The findings of this research have practical implications for marketers and offer valuable managerial contributions. By comparing meme marketing and viral marketing, the study provides insights into the advantages and drawbacks of each strategy, helping marketers make informed decisions in selecting the most appropriate approach for their specific objectives and target audience. The research emphasizes the importance of personalization and engagement in meme marketing, suggesting that it can offer a more tailored and engaging way to connect with consumers and promote brand messaging. On the other hand, viral marketing, with its broader reach, can still be an effective strategy for creating brand awareness. By understanding the differences and potential outcomes of these strategies, marketers can develop more effective marketing campaigns that resonate with their target audience and drive meaningful engagement.

This study aims to provide a preliminary exploration of meme marketing, a relatively new concept, with a focus on two companies: Scrub Daddy and Dollar Shave Club. These companies have experienced increased sales and have actively utilized viral or meme marketing in their strategies.

While it cannot be claimed that there is a direct causality between the use of meme marketing and the increase in sales, It is important to note that while The study reveals correlations between the implementation of meme marketing and viral marketing and positive outcomes such as brand awareness and engagement, it is crucial for marketers to consider various other factors and not solely rely on these strategies for achieving increased sales.

Future Research

Firstly, conducting extensive comparative studies across industries and contexts will provide a broader understanding of the effectiveness of these strategies.

Longitudinal studies can offer insights into the long-term impact and sustainability of meme marketing and viral marketing. Industry-specific research can shed light on the effectiveness of these strategies in different sectors.

Furthermore, exploring the effectiveness of meme marketing and viral marketing on emerging platforms and understanding consumer perceptions and responses through qualitative research methods are important avenues for further investigation.

Developing standardized measurement and evaluation metrics, conducting cross-cultural and cross-national studies, and incorporating artificial intelligence and machine learning techniques can enhance the understanding and optimization of these marketing strategies.

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How did Language Originate? Needs Analysis for Language and the Birth of Language Globally

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ABSTRACT

The main functional role of language is undoubtedly grasped by almost the whole human begins as being communicative in the society; thus , each person in a certain society entails a communicative tool “language” to convey various aspects or conduct multiple tasks for daily chores. Yet, it has been always controversial about the origin of language, and many linguistics have been struggled a lot in order to find the most proper explanation for the birth of language. While some regard it as a result of natural events, some others consider it as the occurrence of daily requirements; therefore, basic needs analysis for employment of language in communicative chores and conversations have always been put forward in investigations. The current paper mainly aims to seek the birth of language as a common aspects and basic needs analysis for language to be used efficiently among human beings. The study has obtained the data via descriptive analysis of linguistics studies, and the whole data have been analysed qualitatively. The results of the current study indicated that language holds a rather crucial place in humans’ lives in terms of communication, and the origin of language may differ as there are multiple claims such as being natural, artificial or sacred due to holy religious books.

Keywords: Language, Communication, Origin, Needs.

Introduction

From past to present, mankind has always needed a means of communication since its existence, and this means of communication is undoubtedly language, as known by many people. Language holds many things about mankind; for instance, communication can be made effective by using a system of unlimited combinations, or it plays a role in ensuring social and emotional communication; in fact, language is one of the most important units of emotional and social interaction; therefore, in this respect, it is too multifaceted, with different qualities that cannot be thought of at once, even today it is still an unsolved entity (Dağabakan & Dağabakan, 2007). In addition, language is the most important element that distinguishes human beings from all other kinds of beings, because language provides human beings with effective speaking skills and enables them to express their feelings, meanings and desires in the deepest way. Language holds an active role in the communication among people, in the dissemination and transmission of thoughts and feelings, as well as in the understanding and transmission of culture from generation to generation.

Many theories or ideas about the definition of language have been presented so far. Aksan (1988) defines language as a phenomenon that cannot be separated from human beings and society that is related to all fields such as science, art, technique and culture, and at the same time constitutes them. In addition, Aksan (2007) uses the following definition for language: *"Language is a versatile and highly developed system that enables thoughts, feelings and wishes to be conveyed to others by utilising elements and rules that are common to a society in terms of sound and meaning."* Onan's (2005) definition of language is as follows: "*language is an all-round systematic, human ability that is formed in the brain, which is an extremely complex system, and has the power to trigger the human mind towards everything that exists in the three dimensions of time through reading, writing, listening and speaking, accompanied by structural units made of sound, meaning and forms formed by the consensus of the individuals who use it."* Considering these definitions, it may be appropriate to assert that language holds various systematic elements including mind and sound system of human beings to facilitate various linguistics skills such as listening, reading, writing and speaking in a certain social circumstance.

The relationship between language and culture is also indispensable as they are holding a bridge to convey thoughts, traditions and mottos among human beings for many years. In order to understand this relationship, it may be better to deal with the definition of culture; to start with, Güvenç (1994) states that *"culture is a combination of variables such as society, human beings, educational process and cultural content, and is a function of the complex relationships among them"*, in addition, Gökalp (1975) claims that *"culture is a harmonious whole of the religious, moral, intellectual, aesthetic, linguistic, economic and scientific life of a nation"*. In this respect, it may be indicated that culture holds many functions of society such as economy, religion, tradition, thoughts etc... , and each of these is conveyed with the mediating role of language. Besides, culture is dynamic and changes over time within various developments in the society, and these changes are all transmitted via language. Göçer (2012) employs various smiles in order to explain the harmony between culture and language as the followings; *"Language is like a river flowing through a country. On the one hand, it gives life to that town and on the other hand, it reaches and contributes to the ocean of civilisation, which is the common product of all humanity, by feeding from the streams in the region. Just as the flowing water gives life to the town through which it flows and flows by multiplying by feeding from the resources of*

that region, language also benefits from the cultural treasures of the society in which it is located and at the same time functions as cement in the formation of the cultural fabric of the society. It is almost impossible to think of language and culture separately from each other. Culture without language is like a building without foundation. The language of a nation without culture is like a river whose source is about to dry up". Regarding these assertions, it may be claimed that language and culture hold mutual effect as they are rather functional in terms of establishing social values.

The current study focuses on the definition, the function, birth and roles of language globally; thus, the main objectives of the current study are to highlight the following aspects:

- to investigate the needs analysis of learning or acquiring a language,
- to examine the birth or existence of language from past to now,
- to indicate various sources about language in religious (holy) books.

Needs Analysis for Holding a Language

As the function and definition of language are regarded, it is obvious that learning or acquiring a language is primarily needed for efficient communication among human beings. Human beings has been living as a community since their existence and they have always entailed a common tool in order to convey their views; hence, language has become crucial. The overall needs analysis for languages are as the followings:

- to boost communication among human beings,
- to facilitate trading among colonies, countries, cities from past to now,
- to act as bridge to transfer traditions and culture among generations,
- to express feelings such as happiness, worries, anger etc.
- to conduct scientific works ,
- to convey thoughts on certain topics,
- to conduct subjective and objective chores (Richterich, 1972).

The birth of Language

The view on "the birth of language" cannot be acquainted with the general perspective of a living creature; in other words, it is not related to pregnancy, and it is actually related to a stage including various steps; however, no definite time about the birth of language can be asserted (Mufwene, 2004). The birth of language may be claimed via the relations having occurred during social communication or trading.

Besides, it is claimed that language has come to existence with the foundation of writing, and it is generally regarded that the Sumerians invented the cuneiform script in 5500 BC and provided history with the first written documents (Hüseynli, 2021), thus beginning the age of the first written language. This can also be associated with the birth of language. Although pidgins and creoles are considered as basements for the birth of some languages in accordance with the settlement of colonies in Europe, some scholars such as Haugen (1953) and Clyne (2003) are on the idea that the dominant language has always been functional in terms of triggering the main language as it is able to indicate the new variables occurred due to social

and trade aspects. In addition, Leontev (1990) philosophically analysed the birth of language and reported that there are two theories. These theories are "Fusey Theory" (Natural Theory) and "Tesey Theory" (Situation and Position based). According to the Fusey theory, the idea that *"language has natural characteristics"* is defended, but this system of thought is generally rejected because the aim is to adopt artificial features, not natural situations. In addition, there is a common myth about the birth of language; one day, Egyptian administrators carried out an important experiment related to the birth of language in the 7th century BC. Herodotus (1973) describes this experiment as follows; in the 7th century BC, the Egyptian ruler Psammetikos tried to examine what language someone who was not exposed to any sensation or speech spoke, and in order to determine this, he randomly gave two new-born children to a shepherd, ordered them to be put in a corral and raised. The shepherd was to raise the children alone in this room, go to them at certain times to give them a drink of milk, and go about his normal daily work. One day the shepherd went to feed the children again, and the shepherd saw two children kneeling in front of him, holding out their hands and shouting "Bekos!", this happened many times that is why the shepherd took the children to the ruler to hear the children saying "Bekos". "Bekos" means "bread" in the Phrygian language, and the ruler of the period tried to obtain data on the birth of language by determining that language emerged in the context of needs and therefore the first language of someone who was not exposed to language.

Human beings have been employing a language in order to highlight the need to speak; hence, there have been multiple theories or facts about the birth of language.

The origin of Languages in Religious Sources

The concepts about the origin of languages are possible to be observed in the holy books such as the Quran and Bible.

As it is known and accepted by the whole humanity, the first human beings were Adam and Eve. The Bible says that God created Adam first and then Eve. There is no doubt that the first human beings needed language as a means of communication between them. Özdemir (1990) explains the parts of the Bible about how people initiated speaking as followings: *"And God brought to the man (Adam) all the beasts of the field and of the summer, and all the birds of the air, to see what he would call them. And they were to be called by whatever names he had named them. So the man named all the birds of the sky and all the beasts of the earth."* It is also indicated that all the human beings started to use a common language in the Bible as the followings: "*God does not allow the men who built the tower of Babel to boast and be proud of their power. He punishes them by mixing their languages and scattering them all over the world so that no one can understand each other's language. Thus, communities speaking different languages are formed"* (Özdemir, 1990). Regarding these sentences, it may be claimed that language has been utilized as a common tool since the birth of humanity.

Considering some of the verses in the Quran about language, it is indicated that there are some verses about the origin of language as the followings; *Surah Ibrahim, verse 4: "We have sent every prophet only in the language of his own people, so that he may explain (Allah's commands) to them" and Surah Rum, verse 22: "The creation of the heavens and the earth and the diversity of your languages and colours are among His signs (of His existence and power)"* Thus, it may be concluded that each society holds a unique language.

Conclusion

Language is a key part of human beings as it initiates, continues and finalize any communicative aspects or tasks during the day. From past to now, there has been many theories or facts and even religious beliefs about the origin of language; although some of them may be sensible, some of the others sound rather weird. The common concept about the origin of language is that it occurs as a result of natural sources; for instance Yule (2022) claims that some sounds such as *"splash, bang, boom, rattle, buzz, hiss, screech"* are natural sounds available in all over the world as they are onomatopoeic and that is why they echo natural sounds and may be regarded as the basic component of the origin of language. Besides, there are many verses about the origin of language or the societies having employed languages in religious books. Concluding the whole claims about the origin and reasons for languages, it may be claimed that language has been available since the birth of human beings in order to conduct comprehensible and fruitful interactive manners in communication.

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Investigating the Role of Communicative and Cultural Topics on the Conversational Skills of EFL (English as a Foreign Language) Learners: A Case of Prep School Students

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ABSTRACT

Learning English as foreign language has been a main issue globally, and many countries attempt to utilize the best techniques or methods in order to develop the language skills of EFL learners. In Turkey, most of learners come up with a great deal of difficulties though they start language classes at primary school, and they cannot hold a conversation successfully. Hence, the current study deals with possible solutions for boosting conversational aspects of high school EFL learners. Descriptive analysis of literature on the role of communicative and cultural topics about the conversational skills reveal that learners are feel more motivated to describe something in their culture. Thus, the current study was conducted with 18 prep school students aged between 17 and 19 to find out the efficacy of cultural topics on the development of conversational skills. The main data collection tool is an open-ended questionnaire interrogating participants' views for adopting cultural topics in the development of conversational skills. The results posited that almost all of the participants are on the idea that cultural topics are really affluent in improving speaking skills because they are able to hold the self-confidence to communicate in the target language and aware of what to claim.

Keywords: English, Cultural Topics, Communication, Conversation.

Introduction

Technology and science has been an integral part of our life currently, thus many individual attempt to do their best to catch them up; thus, they need to become internationalized and evoke awareness deeply for all the whole news in the world. In order to manage this, they entail to hold a significant degree in the target language.

Many people try to take parts in international relations and communicate in the target language successfully (Fishman, 2017) that is why they adopt various qualifications and competencies to hold a foreign language affluently (Lasagabaster, 2008). These competencies and qualifications may vary from political to economic ones; in other words, individual struggle to convey interactive communication and advancement in political, social, economic, and international relations (Fidrmuc and Fidrmuc, 2016) because people need to maintain a powerful communication to adopt international values (Kramsch and Thorne, 2002). It is frequently held that, despite the resources and efforts put forward, the optimum level of efficiency cannot be attained because English was recognized as a foreign language in Turkey. As a result, it is vital to look at each of these concerns separately and come up with fresh solutions. Some of the causes that have contributed to the current predicament include cultural issues, insufficient teacher certifications, outdated English teaching methods, and outdated textbooks. As a result, defining linguistic talents is crucial (Büyükkantarcioglu, 2004; Saricoban, 2012; Elaldi, 2016). Using the best techniques to teach English should be taken into consideration so that learners get the best.

In general, it may be claimed that language learning becomes essential from early years, and almost all of the institution employs a foreign language. Thus, the credential and effective materials are always required. The current study attempts to come up with the role of conversational topics in terms of boosting learners' communicative and cultural skills in accordance with the target language.

Method

In the current study, an open-ended questionnaire was employed in order to define the views of students about communicative and cultural topics in the target language. The main purpose of the current study is to define the impacts of cultural topics on boosting learners' language capacity.

The data for the study were collected via open-ended questionnaires which are efficient in identifying adequate categories (Lazarsfeld, 1944) and expressing views about some aspects freely (Foddy & Foddy, 1993). The open-ended questions are advantageous as they hold spontaneous responses of the participants and provide deep data for the researcher (Gonier, 1999; Kwak & Radler ,1999). Completing open-ended questions may be difficult and time taking for the participants but they yield distinctive data for the researcher (Reja, Manfreda, Hlebec, & Vehovar, 2003). The current study employed the following five items about communicative and cultural topics in the open-ended questionnaires:

1. *Speaking about traditional food in English makes me…… because……*

2. *Considering our folks in English is ……. because……..*
3. *I like reading poems in English ……*
4. *I always do my best to watch or listen to ballads of our culture in English ……..*
5. *At home or in a social places, I prefer English conversation about daily chores ……*

In the study, the whole participants took roles voluntarily and they stated their consent in the questionnaires before the study; the following table indicates the demographic data about the participants:

Variables		**Frequency (N)**	**Percent (%)**
Gender	**Male**	**5**	**27,8**
	Female	**13**	**72,2**
Age	**17**	**8**	**44,48**
	18	**4**	**22,24**
	19	**4**	**22,24**
	19 and Above	**2**	**11,04**
Class	**Prep**	**18**	**100**
Nationality	**Turkish**	**7**	**38,84**
	Kurdish	**10**	**55,6**
	Other	**1**	**5,56**
	Total	**18**	**100**

Table 1. Demographic data

The demographic information of participants are indicated in Table 1. When the gender graph of the students participating in the research is examined, 5(27, 8 %) of the participants are male and 13 (72, 2 %) are female. Regarding the age graph of the participants, it is clear that most of them, 8 (44,48 %) are 17, and the least of them, 2 (11,04 %) are 19 years old. All of them are prep class students, and when the nationality of them are taken into consideration, 10 participants (55,6 %) are Kurdish, 7 participants (38,84 %) are Turkish, and one is holding a different nationality.

Research design of the current study is qualitative which includes the analyses of interviews, observation or documents in order to reveal the whole cases in real and natural context (Yıldırım & Şimşek, 2021). In the study, thematic analysis which investigates the pattern of the themes systematically (Braun & Clarke, 2012), and it lets the researcher examine the ideas, meanings,

concepts or issues about an overall definite topic in general rather than explicit analyses (Braun & Clarke, 2006). It enables the researcher to become more flexible thanks to legitimate analyses of a certain phenomenon among the entire data.

The whole data collection process took 4 weeks, and the data analysis was completed in one week; thus, the overall study was conducted in five weeks.

Findings

The items in the open-ended questionnaires were directed to the participants, and each of the participants were asked to define their thoughts freely. Then, the obtained data were categorised as a total and sub-themes. The following table illustrates the participants' views as themes:

Theme	Category	Sub-Themes (Sub-Category)	Frequency	%
Conversational Topics	Communicative	Motivation	8	44,40
		Anxiety	2	11,12
		Speaking Skills	2	11,12
		Interaction	1	5,56
		Turn Takings	1	5,56
		Success	1	5,56
		Uncomfortable	1	5,56
		Comfortable	2	11,12
	Cultural	Awareness	6	33,28
		Knowledge	4	22,24
		Self- Confidence	2	11,12
		Comfortable	1	5,56
		Wellness	1	5,56
		Success	1	5,56
		Easy-going	1	5,56
		Uncomfortable	1	5,56
		Familiar	1	5,56

Table 2. Views of the participants

When the table 2. is examined, students' views about the role of conversational topics in the target language are coded. The overall view has been into two general categorizations "conversational" and "cultural", then for each general categorization, some sub-themes are defined.

The findings for communicative category are as the followings; eight times "motivation", two times "anxiety", two times "speaking skills", once "interaction", once "turn takings", once "success", once "uncomfortable" and twice "comfortable" are pointed. On the other hand, the

findings for cultural category are as the followings; six times “awareness”, four times “knowledge”, twice “self-confidence”, once “comfortable”, once “wellness”, once “success”, once “easy going”, once “uncomfortable” and once “familiar” are pointed.

Some of the views of the participants about the role of conversational topics as communicative can be grasped in the following sentences:

P4. “*At home or in a social places, I prefer English conversation about daily chores because I fell a great deal of success in doing it.”*

P7. “I *like reading poems in English as I believe that it develops my interaction among my friends.”*

P12. *“Considering our folks in English is nice because I can boost my English speaking skills.”*

Some of the views of the participants about the role of conversational topics as cultural can be grasped in the following sentences:

P9. “*Speaking about traditional food in English makes me comfortable because I am familiar with what I am doing..”*

P11. “*I always do my best to watch or listen to ballads of our culture in English as they provides the knowledge in English context.”*

P17. *“Considering our folks in English is something comfortable for me because I know what I do or speak.”*

The views of the students about conversational and cultural topics pinpoints that they develop nice feelings about English as they become more familiarized and successful for the target language. Besides, they are able to boost the capacity and motivation for the language.

Conclusion

The current study was conducted with 18 prep class students who have been learning English more than 10 years. The participants’ ultimate goal was to come up with the best methodology to enhance their English capacity; hence, conversational items were defined to trigger their speaking skills; however, some of the participants may sometimes feel demotivated or unease to initiate a conversation in the target language, thus the questions were derived from their communicative and cultural topics. The participants claimed their views for each items, and the items were analysed qualitatively. The results showed that almost all of the participants held a great deal of motivation and awareness for the target language; on the other hand, some had feelings of being uncomfortable as they may have not been aware of the tasks. In all, most of them indicated positive results and developed deep enthusiasm to learn English as a foreign language.

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Girişimciliğin Dijitalleştirilmesi

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ÖZET

Dijital girişimcilik, ekonomik büyümeyi, istihdam yaratmayı ve yaşam kalitesi iyileştirmelerini desteklerken inovasyonu ve sürdürülebilirliği teşvik etme potansiyeline sahiptir. Dijital girişimcilik üzerine mevcut literatür, güçlü teorik temellerden yoksun olduğu için eleştirilmiştir. Bu çalışma, alandaki en son gelişmeler hakkında bilgi edinmek için kapsamlı bir literatür taraması yaparak bu açığı kapatmayı amaçlamaktadır. Çalışma, Scopus ve Web of Science veritabanlarını kullanarak dijital girişimcilik üzerine makaleler bulunmuş ve incelenmiştir. 63 çalışmanın keşfinin ardından 20 çalışmanın konuyu kapsamlı bir şekilde inceleyen makaleler yer almıştır. Makale, geleneksel bir organizasyonun nasıl dijital bir işletmeye dönüştüğünü örnekleyen kavramsal bir model önermektedir. Genel olarak, gelecekteki araştırmalar için güçlü bir platform sunarak ve bu olgunun daha fazla araştırılmasını teşvik ederek, bu çalışma dijital girişimcilik anlayışımıza katkıda bulunmaktadır.

Anahtar Kelimeler: Dijital, Girişimcilik, Dijital Girişimcilik, Sistematik Literatür Taraması, Sürdürülebilirlik

Digitization of Entrepreneurship

ABSTRACT

Digital entrepreneurship has the potential to promote innovation and sustainability while boosting economic growth, job creation, and quality of life improvements. Strong theoretical underpinnings have been challenged as being absent from the extant literature on digital entrepreneurship. By conducting a comprehensive literature review to learn about the most recent advancements in the field, this study seeks to close this gap. The study found and examined papers on digital entrepreneurship using the Scopus and Web of Science databases. Following the discovery of 63 studies, from 20 studies that comprehensively examined the topic were located. The paper suggests a conceptual model that exemplifies how a conventional organization becomes a digital business. Overall, by offering a strong platform for future research and encouraging more investigation of this phenomenon, this study adds to our understanding of digital entrepreneurship.

Keywords: Digital, Entrepreneurship, Digital Entrepreneurship, Systematic Literature Review, Sustainability

GİRİŞ

Dijital girişimcilik, 21. yüzyılda ekonomik büyümenin, inovasyonun ve iş yaratmanın temel itici gücü olarak ortaya çıkmıştır. Dünya çapında giderek daha fazla insan internete ve dijital teknolojilere erişim kazandıkça, dijital girişimcilik fırsatları da artmaya devam etmektedir. Dijital girişimcilik, yeni ürünler, hizmetler ve iş modelleri geliştirmek için teknolojik gelişmelerden yararlanarak inovasyonu yönlendirir. Girişimcilerin pazardaki karşılanmamış ihtiyaçları belirlemelerine ve yerleşik endüstrilere ve geleneksel iş yapma yöntemlerine meydan okuyabilecek yıkıcı çözümler oluşturmalarına olanak tanır. Dijital dünya, girişimcilere küresel pazarlara benzeri görülmemiş erişim sağlar. İnternet ve çeşitli dijital platformlar aracılığıyla girişimciler coğrafi sınırların ötesindeki müşterilere, ortaklara ve tedarikçilere ulaşabilirler. Geleneksel fiziksel işletmelerle karşılaştırıldığında, dijital girişimciliğin giriş engelleri genellikle daha düşüktür. Çevrimiçi bir iş kurmak, fiziksel altyapı, envanter ve personel açısından daha az kaynak gerektirir. Dijital girişimcilik, benzersiz bir esneklik ve çeviklik sunar. Çevrimiçi işletmelerle, girişimciler her yerden çalışabilir ve pazar değişikliklerine hızla uyum sağlama ve dönüş yapma özgürlüğüne sahip olurlar. Ancak hızla gelişen bu alan hakkında öğrenilecek çok şey olduğu gözlemlenmektedir. Bu araştırmadan ortaya çıkan temel temaları ve eğilimleri özetleyerek, dijital girişimciliğin sistematik bir literatür taramasını sunulmuştur.
Dijital girişimcilik küresel ekonomiyi dönüştürmeye devam ederken, politika yapıcılar, yatırımcılar ve girişimciler için başarının temel itici güçlerini ve dijital girişimlerin karşılaştığı zorlukları anlamak giderek daha önemli hale gelmiştir. Dijital girişimciliğe ilişkin sistematik bir literatür taraması, bu alandaki temel temalar ve eğilimler hakkında değerli bilgiler sağlayabilir ve girişimciler ve politika yapıcılar için umut verici fırsatların belirlenmesine yardımcı olabilir.
Bu çalışmanın ele aldığı temel sorulardan bazıları şunlardır:

- Dijital girişimler için temel başarı faktörleri nelerdir?
- Dijital girişimciler risk ve belirsizliği nasıl yönetir?
- Dijital işletmeleri pazarlamak ve ölçeklendirmek için en etkili stratejiler nelerdir?
- Sosyal ve çevresel zorlukların üstesinden gelmek için dijital girişimcilikten nasıl yararlanılabilir?

Bu soruları kapsayacak şekilde araştırmaları sentezleyerek, sistematik bir literatür taraması, daha fazla araştırmaya ihtiyaç duyulan alanları vurgulayarak dijital girişimcilik alanındaki bilgi durumuna kapsamlı bir genel bakış sağlayacağı öngörülmektedir.
Bu araştırmada, çeşitli akademik makalelerden yararlanarak dijital girişimcilikle ilgili sistematik bir literatür taramasının bulgularını sunulmuştur. Literatürden ortaya çıkan ana temaları ve eğilimleri tartışılmış ve bu bulguların girişimciler, politika yapıcılar ve yatırımcılar için çıkarımlarını vurgulanmıştır. Dijital girişimcilik alanına kapsamlı bir genel bakış sunarak, hızla gelişen bu alanın daha iyi anlaşılmasına katkıda bulunmayı ve dünya çapındaki dijital girişimlerin büyümesini ve başarısını desteklenmesi hedeflenmiştir.

LİTERATÜR TARAMASI

Dijital Girişimcilik

Dijital girişimcilik, internet, mobil cihazlar, sosyal medya ve e-ticaret platformları gibi dijital teknolojilere dayalı yeni bir iş girişimi oluşturma, geliştirme ve yönetme sürecini ifade eder. Bu tür girişimcilik, yeni iş modelleri oluşturmak ve küresel bir izleyici kitlesine ulaşmak için dijital araçlardan ve platformlardan yararlanması bakımından geleneksel girişimcilikten farklıdır (Sahut et.al. 2021). Son yıllarda, dijital girişimcilik yaygın bir ilgi görmekte ve inovasyon ve

ekonomik büyümenin önemli bir itici gücü haline gelmektedir (Schiavone et. al. 2020). Dijital teknolojilerin artan kullanılabilirliği ve benimsenmesiyle birlikte, dijital bir iş kurmanın önündeki engeller önemli ölçüde azalmıştır (Satalkina & Steiner, 2020). Bu azalma, özellikle geleneksel iş modellerinin daha az geçerli olabileceği gelişmekte olan pazarlarda, dünya çapında dijital girişimlerin sayısında bir artışa yol açmıştır. Dijital girişimcilik, paylaşım ekonomisi, platform tabanlı iş modelleri ve abonelik tabanlı hizmetler gibi yeni iş modellerinin de ortaya çıkmasına neden olmuştur. Bu modeller, geleneksel endüstrilerde bazı kökten değişikliklere sebebiyet vermiş ve girişimcilere, müşterilere yenilikçi ürün ve hizmetler sunmak için dijital teknolojilerden yararlanma konusunda yeni fırsatlar yaratmıştır (Ghezzi, 2019). Dijital girişimcilik, yoksulluk, eşitsizlik ve çevresel sürdürülebilirlik gibi toplumsal zorlukları ele alarak sosyal etki yaratma potansiyeline sahiptir (Soluk et.al. 2021). Örneğin, yetersiz hizmet alan topluluklara eğitim, sağlık ve finansal hizmetlere erişim sağlamak için dijital teknolojilerden yararlanılabilir. Dijital girişimciliğin artan önemi göz önüne alındığında, dijital girişimlerin başarısını etkileyen faktörleri, dijital girişimciliğin yerel ve küresel ekonomiler üzerindeki etkisini ve devlet politikalarının dijital girişimciliği desteklemedeki rolünü anlamak önemlidir (Leong, et. al.,2020). Sistematik bir literatür taraması, bu alandaki araştırmaların kapsamlı ve titiz bir analizini sağlayabilir, böylece araştırma boşluklarının belirlenmesine yardımcı olur ve gelecekteki araştırma yönleri hakkında bilgi verir.

YÖNTEM

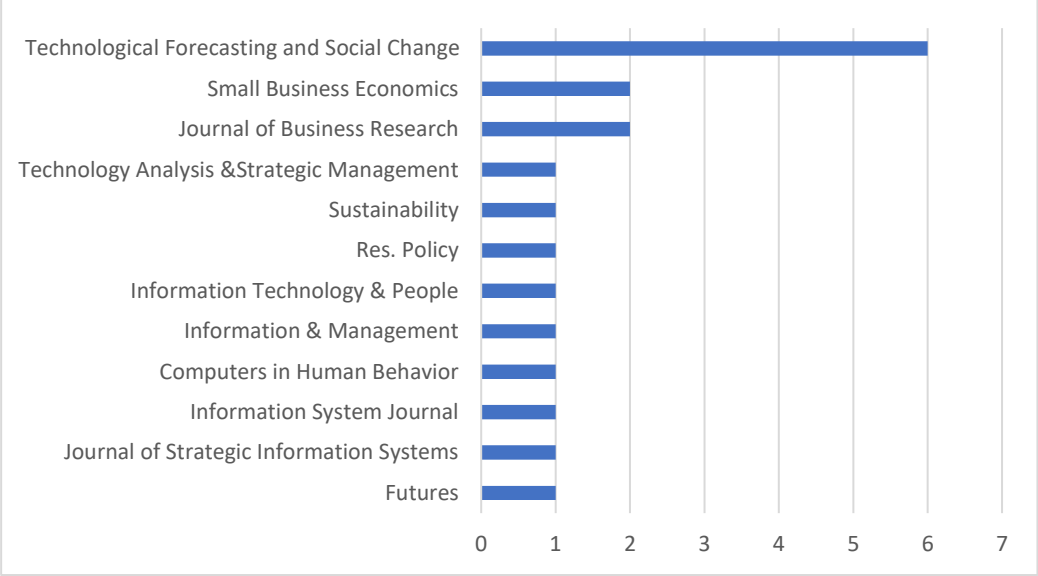
Literatür taramasını yürüterek ilgili makaleleri belirlemek için sistematik bir arama süreci kullanılmıştır. "Dijital girişimcilik", "e-ticaret", "çevrimiçi işletme", "inovasyon" ve "startup" gibi anahtar kelimeler kullanarak SCOPUS ve Web of Science'ta akademik veritabanlarında arama yapılmıştır. Ek kaynakları belirlemek için bulduğumuz makalelerin referans listelerine de başvurulmuştur.
Toplamda, 2017 ile 2022 arasında yayınlanmış 63 makale belirlenmiştir. Daha sonra bu makaleleri araştırma sorularımızla alaka düzeyine göre taranmış ve incelememize dahil edilmek üzere 20 makalelik son bir örnek oluşturulmuştur.

Tablo 1. Literatür Taraması

Yazar	Yıl	Başlık	Temalar ve Trendler
Arvidsson & Mønsted	2018	Generating innovation potential: How digital entrepreneurs conceal, sequence, anchor, and propagate new technology	İnovasyon
Benoit et.al.	2017	A triadic framework for collaborative consumption (CC): Motives, activities and resources & capabilities of actors	Zorluklar ve Fırsatlar
Bunduchi et. al.	2021	Digital product innovation approaches in entrepreneurial firms–the role of entrepreneurs'cognitive frames Open innovation and Digitalization in Servitization entrepreurial firms	İnovasyon
Du et. al.	2018	From a marketplace of electronics to a digital entrepreneurial ecosystem (DEE): The emergence of a meta-organization in Zhongguancun, China	Ekosistemler ve Ağlar
Dy	2019	Levelling the playing field? Towards a critical- social perspective on digital entrepreneurship	Zorluklar ve Fırsatlar
Elia et al.,	2020	Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process.	Ekosistemler ve Ağlar
Ghezzi,	2019	Digital startups and the adoption and implementation of Lean Startup Approaches: Effectuation, bricolage and opportunity creation in practice.	Dijital İş Modelleri
Geissinger et al.,	2019	Digital entrepreneurship and field conditions for institutional change–Investigating the enabling role of cities.	Dijital Girişimciliğin Etkenleri
Hsieh & Wu	2019	Entrepreneurship through the platform strategy in the digital era: Insights and research opportunities	Zorluklar ve Fırsatlar

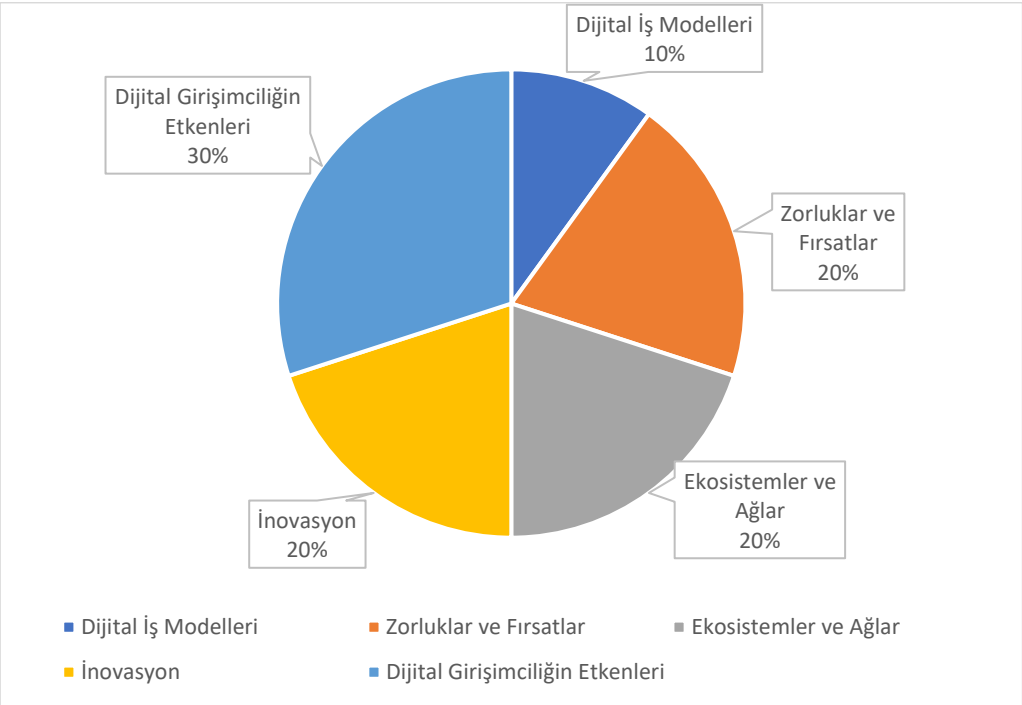
Leong, et. al.	2020	The emancipatory potential of digital entrepreneurship: A study of financial technology-driven inclusive growth	Dijital Girişimciliğin Etkenleri
Mancha & Shankaranarayanan	2021	Making a digital innovator: antecedents of innovativeness with digital technologies	İnovasyon
Miric et. al.	2019.	Protecting their digital assets: the use of formal & informal appropriability strategies by app developers.	Dijital İş Modelleri
Nambisan & Baron	2021	On the costs of digital entrepreneurship: Role conflict, stress, and venture performance in digital platform-based ecosystems	Ekosistemler ve Ağlar
Rippa & Secundo,	2019	Digital academic entrepreneurship: The potential of digital technologies on academic entrepreneurship.	Zorluklar ve Fırsatlar
Sahut et.al.	2021	The age of digital entrepreneurship	Dijital Girişimciliğin Etkenleri
Satalkina & Steiner	2020	Digital entrepreneurship and its role in innovation systems: A systematic literature review as a basis for future research avenues for sustainable transitions	İnovasyon
Schiavone et. al.	2020	How digital user innovators become entrepreneurs: A socio-material analysis	Dijital Girişimciliğin Etkenleri
Soluk et.al.	2021	Digital entrepreneurship in developing countries: The role of institutional voids	Dijital Girişimciliğin Etkenleri
Song,	2019	The digital entrepreneurial ecosystem – a critique and reconfiguration	Ekosistemler ve Ağlar
Zaheer et al.,	2019	Digital entrepreneurship: An interdisciplinary structured literature review and research agenda.	Dijital Girişimciliğin Etkenleri

Literatür taraması sonucunda dijital girişimcilikle ilgili çalışmaların 5 temel tema ve trende ayrıldığı gözlemlenmiştir. Bu tema ve trendlerin inovasyon, zorluklar ve fırsatlar, ekosistemler ve ağlar, dijital iş modelleri, dijital girişimciliğin etkenleri olduğu tespit edilmiştir.



Şekil 1. Dergi Dağılımı

Şekil 1'de dijital girişimcilik makalelerinin dergi dağılımları verilmiştir. Buna göre en fazla dijital girişimcilik çalışmalarının yer aldığı derginin Technological Forecasting and Social Change dergisi olduğu tespit edilmiştir.



Şekil 2.Temalar ve Trendler

Tespit edilen tema ve trendlerin dağılımı Şekil 2'de gösterilmiştir. Buna göre çalışmaların en fazla yer aldığı tema ve trendin dijital girişimciliğin etkenleri teması olduğu tespit edilmiştir. Dijital girişimciliğin yeni ortaya çıkan bir kavram olması sebebiyle dijital girişimciliği etkileyen faktörlerin belirlenmesi önem kazanmıştır.

BULGULAR

Temel Temalar ve Trendler

Sistematik literatür taraması sonucu, dijital girişimcilik literatüründe birkaç temel tema ve eğilim belirlenmiştir. Bu temalar aşağıda özetlenmiştir.

Dijital Girişimciliğin Etkenleri: Literatür, teknolojik ilerlemeler, tüketici davranışındaki değişiklikler, küreselleşme ve yenilikçiliği ve girişimciliği destekleyen hükümet politikaları dahil olmak üzere çeşitli faktörlerin dijital girişimciliğin büyümesine katkıda bulunduğunu göstermektedir (Mancha, R. and Shankaranarayanan, 2021).

Zorluklar ve Fırsatlar: Dijital girişimcilik, sermaye, yetenek ve teknolojiye erişim ihtiyacının yanı sıra fikri mülkiyet, siber güvenlik ve yasal uyumlulukla ilgili sorunlar gibi çeşitli zorluklarla karşı karşıyadır. Bununla birlikte, küresel bir kitleye ulaşma yeteneği, hızlı büyüme potansiyeli ve iş kararlarını bilgilendirmek için veri ve analitiği kullanma yeteneği gibi dijital girişimcilik için birçok fırsat da vardır (Hsieh & Wu, 2019).

Dijital İş Modelleri: Literatür, e-ticaret, mobil uygulamalar ve çevrimiçi pazar yerleri gibi girişimciler tarafından yaygın olarak kullanılan çeşitli dijital iş modellerini vurgulamaktadır (Zaheer et al., 2019; Schiavone et. al., 2020). Bu modeller genellikle geleneksel iş modellerine kıyasla farklı beceriler, stratejiler ve kaynaklar gerektirir.

İnovasyon: Girişimciler yeni ürünler, hizmetler ve iş modelleri geliştirmek için dijital araçlardan ve platformlardan yararlandığından, dijital girişimcilik genellikle inovasyonla ilişkilendirilir (Bunduchi et. al., 2021). Literatür, dijital girişimciliğin karmaşık sorunlara yenilikçi çözümler geliştirerek ekonomik büyümeyi ve istihdam yaratma potansiyeline sahip olduğunu öne sürmektedir.

Ekosistemler ve Ağlar: Literatür, ekosistemlerin ve ağların dijital girişimciliği desteklemedeki önemini vurgulamaktadır (Du et al., 2018; Song, 2019; Elia et al., 2020). Bu ekosistemler, girişimcilere kaynaklara, uzmanlığa ve finansmana erişim sağlayan üniversiteleri, hızlandırıcıları, kuluçka merkezlerini, risk sermayesi şirketlerini ve devlet kurumlarını içerebilir.

SONUÇ

Dijital girişimcilik, günümüzün hızla gelişen iş ortamında çok önemli bir rol oynamaktadır. Yenilikçi iş girişimleri oluşturmak, geliştirmek ve yönetmek için dijital teknolojilerin ve platformların kullanımını ifade eder. Dijital girişimcilik, inovasyonu, ekonomik büyümeyi ve kapsayıcılığı yönlendirmede büyük önem taşımaktadır. Girişimciler, dijital teknolojilerin gücünden yararlanarak değer yaratabilir, sektörleri alt üst edebilir ve işin geleceğini şekillendirebilir. Dijital girişimcilik, önemli iş fırsatları yaratma ve ekonomik büyümeye katkıda bulunma potansiyeline sahiptir. Sonuç olarak, sistematik literatür incelemesi, dijital girişimciliğin ekonomik büyüme ve inovasyonun temel itici gücü olarak artan önemini vurgulamaktadır. İncelemede, dijital girişimciliğin itici güçleri, zorluklar ve fırsatlar, dijital iş modelleri, inovasyon ve ekosistemler ve ağlar dahil olmak üzere literatürdeki birkaç temel tema ve eğilimi belirlenmiştir.

İleriye dönük olarak dijital girişimcilik alanında gelecekte yapılacak araştırmalar için birkaç alan vardır. Örneğin, dijital girişimlerin başarısını etkileyen faktörleri, dijital girişimciliğin yerel ve küresel ekonomiler üzerindeki etkisini ve devlet politikalarının dijital girişimciliği desteklemedeki rolünü anlamak için daha fazla araştırmaya ihtiyaç vardır. Araştırmacılar, dijital girişimcilikle ilgili bu ve diğer konuları araştırmaya devam ederek, dünya çapında dijital girişimlerin büyümesini ve başarısını destekleyen politikalar ve uygulamalar hakkında bilgi edinilmesine yardımcı olabilir. Ayrıca araştırmacılar, eşitsizlik, çevresel sürdürülebilirlik ve sağlık hizmetlerine erişim gibi toplumsal zorlukları ele almak için dijital girişimciliğin nasıl kullanılabileceğini keşfedebilirler. Dijital girişimcilik anlayışımızı ilerleterek, herkes için daha müreffeh ve eşitlikçi bir gelecek yaratmak için dijital teknolojilerin tüm potansiyelini ortaya çıkarabiliriz.

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Yengeç Sepeti Sendromu: Başarıya Karşı Kıskançlık ve Aşağı Çekme Eğilimleri

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ÖZET

İnsanlar sosyal yaşam içerisinde kendilerini başka kişiler ile kıyaslamaktadırlar. Festinger (1954)'in sosyal karşılaştırma teorisine dayanan yengeç sepeti sendromu kapsamında; kişi kendi eksikliklerini fark ederek, kendinde bulunan eksikliklerini giderebilmektedir. Ancak kişi kendinden daha başarılı kişilere yetişemeyeceğini anladığında ise bu kişilerin başarısız olması için çaba sarf etmeye başladığı noktada yengeç sepeti sendromu ortaya çıkmaktadır. Alan yazında çok fazla ele alınmayan "crab in barrel syndrome" olarak adlandırılan ve Türkçe'de yengeç sepeti sendromu olarak ifade edilen bu kavram, bir organizasyonda yardım ve destek amacıyla oluşturulmuş sosyal normların varlığına rağmen, başka üyelerin kariyer başarılarını engelleyen bireylerin, zihniyet ve davranışlarını tanımlamak için kullanılan bir metafordur (Miller, 2016). Bu olgu "eğer ben yapamıyorsam, sen de yapamazsın" anlayışına dayanan diğer insanları kötülemeyi ve aşağıya çekmeyi tercih eden insanların sahip oldukları zayıf kişilik olarak ifade edilmektedir (Soubhari ve Kumar, 2014). Yengeç sepeti sendromunun, bireye özgü ve genellikle bireyin varlığından kaynaklanan içten gelen bir duygu olduğunu söylemek mümkündür. Yengeç sepeti sendromu kavramının bireysel nedenleri olarak benlik, özgüven ve kıskançlığa dair olumsuzluklar, korku, narsisizm ve kaygı gibi insan psikolojisine dair kavramlardan bahsedilebilir. Örgütsel nedenleri ise bireyin örgüt içinde bu davranışları sergileyebilmesine olanak sağlayan örgütün kültürü, yapısı, yönetici davranış ve tutumlarıdır. Yengeç sepeti sendromu moral ve verim düşüklüğü, anlaşmazlıklar gibi örgütler için birçok olumsuzluklara neden olmaktadır. Yengeç sepeti sendromuna karşı alınabilecek önlemlerden bazıları ise liyakatin benimsenmesi, rol belirsizliğinin olmaması, eşit haklar sunan değerlerin benimsenmesi şeklinde sıralanabilir. Yengeç sepeti ile benzer sonuçları olan uzun gelincik sendromu, cam tavan sendromu, kraliçe arı sendromu, sosyal baltalama ve iş yeri nezaketsizliği gibi kavramlar ise küçük farklılıklarla yengeç sepeti kavramından ayrılmaktadırlar. Bu çalışma çerçevesinde yengeç sepeti sendromu kavramı ile alan yazında kısıtlı da olsa var olan çalışmalar incelenmiş ve teorik bir çalışma oluşturularak bu konuda alan yazınına katkıda bulunmak amaçlanmıştır.

Anahtar Kelimeler: Yengeç sepeti, Kıskançlık, Kişilik, Başarı

Crab Basket Syndrome: Envy and Undermining Tendencies Towards Success

ABSTRACT

People tend to compare themselves with others in social life. Within the context of the "crab basket syndrome" based on Festinger's (1954) social comparison theory, individuals can recognize their own shortcomings and strive to overcome them. However, when individuals realize that they cannot catch up with more successful individuals, the crab basket syndrome emerges, where they start making efforts to hinder the success of those individuals. This concept, referred to as the "crab in barrel syndrome" and commonly known as the "crab basket syndrome" in Turkish, is used as a metaphor to describe the mindset and behavior of individuals who hinder the career success of others despite the presence of social norms established for help and support in an organization (Miller, 2016). This phenomenon is attributed to individuals who prefer to denigrate and pull others down based on the understanding of "if I can't do it, neither can you" (Soubhari and Kumar, 2014). The crab basket syndrome can be considered as an intrinsic feeling specific to the individual, often stemming from negative aspects related to self-identity, self-confidence, jealousy, and concepts within human psychology such as fear, narcissism, and anxiety.

Its organizational causes include the culture, structure, and managerial behaviors and attitudes of the organization that enable individuals to exhibit such behaviors within the organization. The crab basket syndrome leads to various negative consequences for organizations, such as low morale and productivity, and conflicts. Some measures that can be taken against the crab basket syndrome include embracing merit, minimizing role ambiguity, and adopting values that promote equal opportunities. Concepts such as long weasel syndrome, glass ceiling syndrome, queen bee syndrome, social undermining and workplace incivility, which have similar results with the crab basket, differ from the concept of the crab basket with minor differences.Within the framework of this study, the concept of the crab basket syndrome was examined by reviewing the limited existing studies in the literature, and a theoretical study was conducted to contribute to the literature in this regard.

Keywords: Crab basket syndrome, Envy, Personality, Success

GİRİŞ

Yaşamının her alanında yengeç zihniyetine sahip olan bireyler ile karşı karşıya gelinebilir. Bu kişiler; kendilerini seven, başkalarını küçümseyen, kendisi için olumlu başkaları için olumsuz duygular taşıyan merhamet duygusundan yoksun bireyler olarak tanımlanmaktadırlar (Abrugar, 2014). Örgütsel davranış açısından bakıldığında, yengeç zihniyetine sahip olan bireylerin kendisinden başkasının başarılı olmasını, yükselmesini, hedeflerine ulaşmasını istemeyen onları aşağıya çekmek için çaba gösterdiği durumu anlatmak için kullanılmaktadır. Hatta yengeç zihniyetine sahip kişiler etrafındaki kişileri engelleyerek onları başarısız olmaktan hayal kırıklığına uğramaktan kurtararak iyilik yaptıklarını dahi düşünürler. Yengeç sepeti sendromunun örgütte örgütün sağlığını bozan durumlara neden olduğu da söylenebilir.

Alan yazında yapılan inceleme sonucunda, yengeç sepeti sendromu kavramının yeni bir metafor olduğu ve yengeç sepeti sendromu ile ilgili olarak yapılan çalışmaların sayısının az olduğu ve bu çalışmaların çoğunluğunun kuramsal çalışmalardan oluştuğu tespit edilmiştir (Sampath, 1997; Duke, 1994; Kumar ve Soubhari, 2014; Perry, 2013; Spacey, 2015; Miller, 2019). Buradan hareketle bu çalışmanın teorik çerçeveyi genişleterek ortaya konması açısından alan yazına katkı sağlayacağı düşünülmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1. Yengeç Sepeti Sendromu

Alan yazında yengeç sepeti sendromu Türkçe' de "yengeç sepeti", "yengeç zihniyeti", "yengeç sendromu", "yengeç kovası", "yengeç sepeti olgusu", "yengeç davranışları" gibi kavramlarla İngilizce'de ise "crabs in a bucket", "crabs in a bucket syndrome", "crab mentality", "crabs in a barrel", "crabs in a barrel syndrome", "crab behaviors", "crab bucket", "crabs syndrome" gibi kavramlarla ifade edilmektedir.

Yengeç sepeti sendromunun çıkış noktası Filipinler'de balıkçıların anlattığı bir hikâyedir. Bir adam kumsalda yürürken avlanan balıkçının kapağı açık bir kovaya yakaladığı yengeçleri koyduğunu görür. Balıkçıya kapağa açık bir kovaya konulan yengeçlerin kaçacağını söyler balıkçıda "*evet, tek bir yengeç olsaydı, kesinlikle kaçardı. Ancak, pek çok yengeç varsa, biri kaçmaya çalıştığında diğerleri onu yakalar ve kaçmayacağından emin olur. Geri kalanlar da aynı kaderi yaşarlar.*" şeklinde bir cevap alır. Çünkü yengeçler birbirlerini yukarı itmek yerine, aşağı çekerek engellerler ve kimse yukarı çıkamaz. Bu durum da "yengeç sepeti" olgusunun çıkış noktası olarak kabul edilmektedir (Çavuş ve Sarpkaya, 2021; Duke, 1994; Şahin, 2018; Vibes, 2015).

Bir metafor olan yengeç sepeti sendromu, kişilerin kendilerinden çok daha iyi performans gösteren kişileri aşağı çekmeye çalıştığı durumu açıklamaktadır (Soubhari ve Kumar, 2014; Spacey, 2015). Yengeç sepeti sendromu, "*bireyin başarısızlık yaşama korkusuna ait düşünce ve duygulardan hareketle, başkalarının kendinden daha başarılı olmasını engelleme davranışı sergilemesi ve bu tür davranışların başkaları tarafından da olağan karşılanarak, kabul görmüş bir davranış biçimi haline dönüşmesi ile ortaya çıkan sosyal bir eğilim*" olarak ifade edilmektedir (Fettahlıoğlu ve Dedeoğlu, 2021).Yengeç sepeti sendromu, "*ben sahip olamıyorsam, sen de sahip olma*" anlayışına dayanan bencilce bir düşünce olup; diğer insanların hayallerine ulaşmasını engelleyen onları kötüleyen ve aşağıya çekme güdüsüne dayanan zayıf bir kişilik özelliğidir. Yengeç, sepeti sendromunun ortaya çıkmasının bireysel nedenleri, narsistlik, kaygı, korku, endişe, özgüvensizlik, düşük benlik algısı, değersiz hissetme iken;

örgütsel nedenleri ise bu sendromun örgütte ortaya çıkmasına izin veren örgüt kültürü, örgüt yapısı, yönetici davranış ve tutumları olarak sıralanabilir (Özdemir ve Üzüm, 2019; Soubhari ve Kumar, 2014).

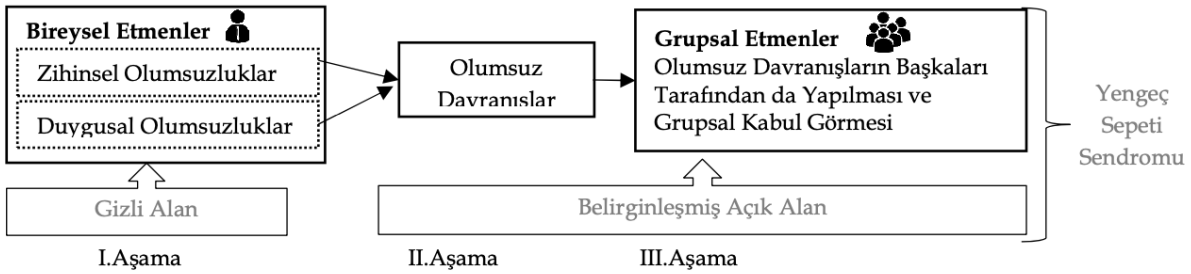
Yengeç sendromu; "başarılı" olarak sayılan bireylerin tespit edilmesiyle başlar ve "Sosyal Karşılaştırma Teorisiyle (Social Comparison Theory)" temellendirilir. Sosyal karşılaştırma teorisine göre; birbirine benzeyen amaçlar ve yetenekler rekabet yaratmaktadır (Goethals ve Darley, 1987). Birey kendisiyle etrafındaki kişileri karşılaştırarak kendisinin hangi seviyede olduğunu anlamaya çalışır. Karşılaştırma yaptığı bireyden daha düşük seviyede olduğunu farkederse hissettiği başarısızlık duygusu özgüvende düşmeye yol açar (Gilbert vd., 1995; Goethals ve Darley, 1987) ve kendinden daha başarılı olduğunu düşündüğü bireyi aşağıya çekmek için çaba gösterir. Yengeç sepeti sendromu bu yönüyle örgütte sosyal ilişkileri bozan iş davranışları ortaya çıkarmaktadır (Duffy vd,. 2002).

Yengeç sepeti sendromu, belirli bir gruba üye kişilerin kendi konumlarını koruyabilmek ya da daha iyi bir konuma gelebilmek için, gruptaki diğer kişilerin ilerleyişlerini kasıtlı olarak engellemeye çalışmasıdır. Ayrıca yengeç sepeti sendromunu örgütte işlevsizlik yaratan, kuralları ihlal eden düşük statülü kişilerin, iş ortamındaki diğer insanlara karşı olumsuz etki yaratan, onları küçük düşürmeye çalışan, onların moral ve motivasyonlarını bozmaya yönelik niyetler olarak tanımlamak da mümkündür (Pegues, 2018). Bu durumda kişiler birbirinin engeli durumuna geldiğinde kişilerarası rekabet ortaya çıkmakta ve bu durumda başarıya ulaşmak için çabalayan bireyler, birbirlerini desteklemek yerine sabote etme yolunu tercih etmektedir. Yengeç sepeti sendromu olgusu, bir örgütü ve örgütün saygı ve destek ile ilgili grup içi normlarını ihlal eden rekabetçi bir sosyal etkileşimdir ve örgütlerde eşitsizlik, düşük temsil oranı ve sınırlı yükselme fırsatlarının olduğu kapalı bir örgüt ikliminden kaynaklanmaktadır (Miller, 2019).

Yengeç sepeti sendromunu taşıyan kişiler, örgütteki diğer kişilerin kendilerini geliştirmesini, amaçlarına ulaşmasını, kariyerinde ilerlemesini ve başarı elde etmesini engellemek için çaba harcamaktadır (Miller, 2019; Soubhari ve Kumar, 2014). Ayrıca yengeç sepeti sendromunun örgütteki varlığı; kişilerin çabalarını ve ilerleyişini engelleyen, örgütteki destek ya da iş birliği gibi kuralları ihlal eden, örgüt içinde saygısız davranışların sergilenmesine zemin hazırlayarak olumlu örgüt kültürünü, takım çalışmasını, iş birliğini, motivasyonu ve verimliliği olumsuz yönde etkilemektedir (Aydın ve Oğuzhan, 2019; Miller, 2019; Özdemir ve Üzüm, 2019). İlerlemeye çalışan örgüt üyeleri diğerleri tarafından aşağıya çekilir ve bunun sonucunda hiçbir örgüt üyesi gelişemez ve ilerleyemez. Bu özelliği taşıyan kişilerin kendilerini yukarıya çıkmaya çalışan kişilerin zarar görmelerini engellemek ya da başarısız olmaktan koruduklarına hatta yardımsever kişiler olduklarına dahi inanırlar (Marques, 2009). Bu kişiler, diğer kişilerin ilerleyişini durdurabilmek için karşılarındaki kişilerin motivasyonunu düşürme, onları aşağılama, alay etme, eleştirme, yaptıkları işleri kötü gösterme, o kişilere olumsuz imaj oluşturma gibi olumsuz davranışlarda bulunmaktadırlar (Özdemir ve Üzüm, 2019; Pegues, 2018; Miller, 2016; Abrugar, 2014). Bu davranışlara maruz kalan kişiler öfke, hayal kırıklığı, üzüntü gibi olumsuz duygular hissetmekte ve bunun sonucunda kişiler stres yaşamakta bu da kişilerde ruhsal ve fiziksel problemlere yol açabilmektedir (Miller, 2019; Soubhari ve Kumar, 2014).
Yengeç zihniyeti taşıyan kişilerin ortak özelliklerinden bazıları şu şekildedir (Abrugar, 2014):

- Kendilerini çok önemli sanırlar ve diğer kişilere kendi çalışanları gibi davranırlar.
- Çevrelerindeki insanların mutlu olduklarını ve geliştiklerine şahitlik ettiklerinde paniklerler.
- Kıskançlık, kibir ve hoşnutsuzluk gibi kişilik özellikleri taşırlar.
- Temel felsefeleri "ben yapamıyorsam, sen de yapamazsın"dır.
- Kendilerini her zaman olumlu değerlendirirlerken çevrelerindekileri olumsuz değerlendirirler.
- Çevrelerindeki kişiler başarısız olduklarında onlara yardımcı olmak yerine, onları suçlarlar.
- Herkesi rakip olarak görürler ve takım çalışması, iş birliği gibi kavramlara inanmazlar.
- Merhamet sahibi olmayıp; çevrelerindeki kişilerin duygularına karşı bencil ve ilgisizlerdir.
- Her şeyi bildiklerini düşündükleri için tartışmaya izin vermezler.
- Yengeç sepeti sendromu özelliği taşıyan kişiler asla bu özellikleri taşıdıklarını kabul etmezler.

Yengeç sepeti sendromu özelliği taşıyan kişiler başkalarının cesaretini kırma, sert sözler kullanma, kıskanma, başkalarını eleştirme ve küçümseme gibi olumsuz davranışlar çevresinde konumlanmaktadır (Miller, 2019).Örgütlerde çalışanların birbirlerine karşı saygısız davranmaları, bilinçli ya da bilinçsiz saldırganlık göstermeleri, mobbing, zorbalık, dedikodu, mobbing, örgütsel dışlama gibi hareketlerin varlığı ve bunlar sonucunda örgütte meydana gelen psikolojik problemler örgütlerdeki yengeç sepeti sendromunun belirtileridir. Yengeç sepeti sendromunun gerçekleşmesine yönelik süreç aşağıda Şekil 1' de gösterilmiştir (Fettahlıoğlu ve Dedeoğlu, 2021).



Şekil 1. Yengeç Sepeti Sendromu Süreci
Kaynak: (Fettahlıoğlu ve Dedeoğlu, 2021).

I. Aşama: Sendromun başlangıç noktasını oluşturan bu aşamada başkaları tarafından görülemeyen gizli alan olan bireysel etkenleri oluşturan gizli zihinsel ve duygusal olumsuzluklar ön plandadır. Birey bu aşamada bazen olumsuz his ve düşüncelerinin sebebine kendisi bile anlam veremeyebilir. Örneğin; birey kıskanç olması sebebinin başarısız olma korkusu gibi duygu ve düşüncelerden kaynaklandığını anlayamayabilir. Bireyin böyle hissetmesine eğitim düzeyi, hedefleri, mizacı gibi pek çok etmen sebep olabilir. Bu duygu ve düşünceler her insanda olabilen insani ve olağandır. Hatta bu duygu ve düşüncelerin tetiklenmedikçe harekete geçmedikçe başkalarına zarar vermeyeceği söylenebilir.

II. Aşama: Bireysel etmenler olan duygusal ve zihinsel olumsuzların davranışlara dönüştüğü, aşamadır. Bu aşamada bu olumsuz düşünce ve duygular artık belirginleşmiş açık alan içinde yer almakta ve gözlemlenebilir davranışlar haline gelmektedir.

III. Aşama: Bu aşama ortaya çıkan gözlemlenebilen bu olumsuz davranışların diğer bireylerce de açıkça sergilenmeye başlandığı ve bu davranışların sosyal hayatta ve grup içinde kabul edilebilir hale dönüştüğü aşamadır. Bu noktada yengeç zihniyetine sahip kimsenin başkasının yükselmesine izin vermediği sürekli bireylerin birbirlerini aşağıya doğru çektiği durumları anlatmak için kullanılan kavram ortaya çıkmaktadır. Doğada yengeçlerin doğal iç güdüleri yüzünden gösterdikleri bu davranışın, sosyal yaşamda insanlar arasında da ortaya çıkabilmesi, tatlı rekabet ya da yıkıcı iş kanunun gibi genel olarak kabul görmüş informal normlara bağlıdır.

1.2.Yengeç Sepeti Sendromu ve Çözüm Önerileri

Örgüt içinde olumsuz davranışlara yol açan yengeç sepeti sendromu ile mücadele etme yöntemlerinden bazıları şu şekildedir (Özdemir ve Üzüm, 2019; Aydın ve Oğuzhan, 2019);

- Örgütte bireylerin stres yaşamalarının önüne geçebilmek için bireylerin hangi işi yapacakları, kime karşı sorumlu oldukları gibi rol belirsizliğine yol açan nedenler ortadan kaldırılarak; bireylerin görev ve sorumluluk tanımları net olmalıdır.
- Örgütlerin üyelere eşit ve adil haklar sunan değerleri benimsemesi gerekmektedir.
- Bireylerin motivasyonunun sağlanması için örgüt tarafından onlara değerli oldukları hissettirilmelidir.
- Örgütteki kişilere karşı geliştirilen politikalar yasal ve sürekli olmalıdır.
- Yöneticiler örgütsel faaliyetlere üyelerin katılımını sağlamalı ve örgüt içindeki takım çalışmasını güçlendirmelidir.
- Örgüt içi iletişim zamanında, net ve dürüst olmalıdır.
- Örgütün misyon ve vizyonu açık bir şekilde ortaya konulmalı ve bütün çalışanlarca benimsenmelidir.
- Örgütte liyakat benimsenmeli, doğru pozisyonlara bunu hak eden ve onun için gerekli yeterlilik, şartları sağlayan bireyler getirilmelidir.
- Örgüt içinde yemek, gezi gibi etkinlikler düzenlenerek üyeler bir araya getirilmeli örgütte birlik beraberlik duyguları geliştirilmelidir.
- Çalışanlara kendilerini geliştirebilmeleri için ortam sağlanmalı bu yönde çalışanlar desteklenmelidir
- Örgütte yengeç sepeti sendromundan kaynaklı sorunlar en kısa zamanda çözüme kavuşturulmalı bunun için de arabuluculuk hizmetlerinden faydalanılmalıdır.

1.3. Yengeç Sepeti Sendromu ile İlgili Kavramlar

Alan yazın incelendiğinde örgütte motivasyon ve performans kaybına neden olan yengeç sepeti sendromu ile benzer sonuçları olan kraliçe arı sendromu, cam tavan sendromu ve uzun gelincik sendromu gibi kavramlara rastlanmıştır. Bu kavramlar şu şekildedir;

1.3.1. Kraliçe Arı Sendromu

Kraliçe arı sendromu, arı kovanında bulunan kraliçe arıdan esinlenerek ortaya çıkmış bir metafor olup; kadın çalışanlara karşı farklı davranışlar geliştiren kadın yöneticiler için kullanılmaktadır. Bu kavram, Carol Tavris, Toby Epstein Jayaratne ve Graham Staines tarafından ilk kez 1973 yılında yürütülen çalışmalar sonucunda 1974 yılında 20.000'den fazla kadın çalışan üzerinde yürütülen çalışmaların bulgularının "Psychology Today"de yayınlanması ile alan yazına girmiştir. Dünya nüfusunun yarısını kadınlar oluştururken; çalışma yaşamında ise bu oran oldukça azdır. Kadın çalışanların çalışma yaşamında yaşadıkları sorunlar

yüzünden kadın yöneticilere yönelik görünmez engellerin hala devam ettiği görülmektedir (Miller 2019; Powell ve Butterfield, 2015; Pompper, 2011).

Çalışma yaşamında kadın yöneticilerinin azlığının nedenlerinden biri de kraliçe arı sendromudur. Kraliçe arı sendromuna sahip olan kadın yönetici çevresindeki kadınları tehdit olarak algılamakta ve bu kadınların gelişimini ve ilerlemesini engellemek için çaba harcamaktadır (Taşdelen, 2020). Kraliçe arı sendromu, çevrelerindeki kişileri aşağı çekmeye çalışma, ilerlemesine engel olma, kıskanma gibi özellikleri nedeniyle yengeç sepeti sendromu ile benzerlik göstermekte olup; yengeç sepeti sendromunda cinsiyet ayrımı gözetmeksizin herkese uygulanırken kraliçe arı sendromunda iki tarafta kadındır.

1.3.2. Cam Tavan Sendromu

1970'li yıllarda ABD de ortaya çıkan cam tavan sendromu, "*kadınların üst kademe yönetim pozisyonlarına ulaşmasını engelleyici davranışsal ve örgütsel önyargılardan görünmez yapay engelleri*" ifade etmek için kullanılmaktadır (Wirth, 2001). Bu sendrom, kadınların başarı, eğitim ve yeterliliklerine bakılmaksızın yönetici olmalarını engelleyen ama açık şekilde görülmeyen ve aşılamayan engelleri anlatan bir kavramdır (Karcıoğlu ve Leblebici, 2014). Örgüt içinde kadın çalışanların yönetici olmalarının sırf cinsiyetlerinden dolayı engellenmesi örgütte cam tavan sendromunun olduğunun göstergesidir (Yoğun Erçen, 2008).

Cam tavan sendromu ile karşı karşıya kalan kadın çalışanlarda gözlemlenen en büyük sıkıntı bir süre sonra bireylerin ilerlemeye dair motivasyonlarını kaybetmeleri, isteksizleşmeleri, bağlılıklarının düşmesi, işe karşı yabancılaşmaları ve iş tatminsizliklerinin artmasıdır. Böylelikle çalışan örgüte karşı güvenini kaybetmekte ve sessizliği tercih etmektedir (Naus, 2007). Örgütte ve bireyler üzerindeki olumsuz etkileri yönüyle cam tavan sendromu ve yengeç sepeti sendromunun benzer yönleri bulunmakta olup; aralarındaki fark ise yengeç sendromundan farklı olarak cam tavan sendromunda yükselmesi engellenmeye çalışan bireyin kadın olmasıdır.

1.3.2. Uzun gelincik sendromu (Tally Poppy Sendromu)

Uzun gelincik sendromu literatürde bazı durumlarda haset, kıskançlık kavramları ile ifade edilmektedir. Avusturya ve Yeni Zelanda' da ortaya çıkan uzun gelincik kavramı başarılı yetenekli insanları eleştirme sendromu olarak tanımlanmaktadır. Uzun gelincik sendromu; bireylerin statü, başarı, iyi görünüm veya başka özellikleri nedeniyle akranlarından daha yüksek seviyeye çıkan bireylere yönelik küçük düşürme (cut down) ve eleştirme eğilimlerinde olmalarını ifade etmektedir (Gressel, 2014; Shrand, 2013). Feather (1989) tarafından gerçekleştirilen başarılı insanlara karşı diğer insanların tutumlarının incelendiği bir dizi araştırmada; üstün başarılı öğrencilerin başarısızlığından diğer öğrencilerin memnun oldukları hatta bu öğrencilerin kopya çekerken yakalanmasından ise daha çok memnun olduklarına dair sonuçlar elde edilmiştir. Pierce vd. (2017) tarafından sporcular üzerine gerçekleştirilen bir araştırmada ise başarılı sporcuların diğerleri tarafından uzun gelincik olarak hedef alınarak küçük düşürülmek için girişimlerde bulunulduğu sonucuna ulaşılmıştır.

Yengeç Sepeti Sendromu ve uzun gelincik sendromu, sosyal yaşamda ya da grupların içinde ortaya çıkan iki farklı dinamiği ifade etmektedir. Her ikisi de sosyal psikoloji ve grup davranışları alanında incelenen konular olup; her ne kadar yengeç sepeti sendromu ve uzun gelincik sendromu benzer gibi görünse de, aralarında doğrudan bir ilişki yoktur. İkisi de başarılı veya öne çıkan bireyleri olumsuz etkileyen toplum ve grup dinamiklerini ifade etse de, Yengeç Sepeti Sendromu daha çok kişilerin birbirlerini aşağı çekme eğilimini vurgularken, uzun

gelincik sendromu ise başarılı bireyleri hedef alma veya aşağılama eğilimini vurgulamaktadır. Her iki kavram da farklı gruplarda veya toplumlarda gözlemlenebilir ve bireylerin davranışlarına, tutumlarına ve başarıya ulaşan bireylere olan tepkilerine odaklanmaktadır.

1.3.4. Sosyal Baltalama Kavramı

İlk kez Duffy vd. (2002) tarafından incelenen sosyal baltalama kavramı, örgütteki bir bireyin diğer bireylerin örgütteki diğer bireylerle iyi ilişkiler kurmasını, örgütte başarılı olup; iyi bir itibar kazanmasını ve bunu devam ettirmesini engellemek için bireyin gösterdiği davranışlardır (Ünalan, 2023). Bu davranışlar belli bir süreç boyunca yavaş ve kasıtlı olarak yapılmaktadır (Duffy vd., 2002). Yengeç sepeti sendromu ile ilişkili diğer bir kavram olan sosyal baltalama davranışı, kişilerin itibarının zarar görmesine, tükenmişlik yaşamasına, performansının düşmesine, kariyerlerinde ilerleme isteklerinin ortadan kalkmasına neden olmaktadır (Sayğan Tunçay ve Çıraklar, 2020; Ülbeği vd., 2019; Duffy vd., 2002).

1.3.5. İşyeri Nezaketsizliği

Yengeç sepeti sendromu; örgüt içinde rekabetin yoğun olduğu zamanlarda ortaya çıkan, örgütteki kuralları ihlal eden, örgüt için olumsuz sonuçlara yol açan bir diğer kavram olan işyeri nezaketsizliği ile benzer özellikler gösteren karmaşık bir kavramdır (Miller, 2016). İşyeri nezaketsizliği, örgüt üyeleri arasındaki saygıya dair kuralları ihlal eden, bozan amacı karşıdaki bireye zarar vermek olan nezaketten uzak, kaba ve saygısız davranışları ifade etmektedir (Andersson ve Pearson, 1999). Belirsiz ve dolaylı olarak düşük şiddette uygulanmasından dolayı işyeri nezaketsizliği, örgüt üyelerince kolayca fark edilememektedir; ancak uzun vadede örgütte iş tatminin düşmesine ve işten ayrılmalara yol açabilmektedir (Işıkay ve Taslak, 2021).

1.4. Yengeç Sepeti Sendromu Kavramı ile İlgili Araştırmalar

Alan yazın incelendiğinde yengeç sepeti sendromu ile ilgili olarak çok sayıda çalışmanın bulunmadığı gözlemlenmiştir. Bu çalışmalardan bazıları ise şunlardır;

Perry (2009) tarafından gerçekleştirilen çalışmada kötü hayat koşulları sonucu ortaya çıkan yengeç sepeti sendromu farklı olgularla birlikte incelenmiştir.

Soubhari ve Kumar (2014) akademisyenler üzerinde yürüttükleri araştırmalarında iş ortamında yaşadıkları stres ile yengeç sepeti sendromu arasındaki ilişkileri incelemişlerdir. Yengeç sepeti sendromu sonucunda iş ortamında ortaya çıkan kıskançlık, kural ihlali ve açgözlülük gibi duygulardan diğer çalışanların rahatsız olabileceğini vurgulamaktadır.

Spacey (2015) üniversite öğrencileri ile yürüttüğü çalışmada yengeç sepeti sendromu ve zorbalığın öğrencilerin performansı üzerindeki etkisini ölçmüştür ve bu kavramların performansı etkilediği sonucuna ulaşmıştır.

Miller (2019) blog yazarları ve Afro-Amerikalı kişiler üzerinde iki nitel araştırma yürütmüş ve çalışmasında örgütte ortaya çıkan yengeç sepeti sendromunun örgütlerdeki varlığını ve örgütsel dinamiklerini incelemeyi amaçlamıştır. Çalışma sonucunda katılımcıların yengeç sepeti sendromu yüzünden öfke, stres ve hayal kırıklığı gibi negatif duygular yaşadıkları sonucuna ulaşılmıştır.

Aydın ve Oğuzhan (2019), sağlık çalışanlarının katılımı ile yürüttükleri nitel çalışmalarında yengeç sepeti sendromunun işe devam etmeme, tatminsizlik ve motivasyon üzerindeki etkilerinin olduğuna dair bulgular elde etmişlerdir.

Çavuş (2021) öğretmenler üzerinde yürüttüğü çalışmasında yengeç sepeti sendromu özelliği taşıyan katılımcıların özelliklerini, özel liselerde yengeç sepeti sendromunun daha fazla görüldüğü ve 11-15 yıl arası mesleki kıdeme sahip olan öğretmenlerin örgütte yengeç davranışlarına daha fazla maruz kaldığına dair sonuçlara ulaşmıştır.

Dedeoğlu (2021) çalışma yaşamında yengeç sepeti sendromunun ölçülebilmesi amacıyla ölçek geliştirmek için bir çalışma yürütmüşlerdir. Araştırmanın bulguları sonucunda oluşturulan ölçeğin sonraki çalışmalarda kullanılabileceği dair sonuca ulaşılmıştır.

Ünalan (2023) çalışmasında İstanbul ilindeki ortaokullarda görev yapan öğretmenlerin yengeç sepeti sendromuna dair görüşlerini incelemiştir. Araştırmanın bulgularına göre öğretmenlerin yengeç sepeti sendromuna ilişkin algılarının orta düzeyde olduğu ve bu sendromun bireylerin demografik özelliklerine göre farklılaştığı gözlemlenmiştir.

SONUÇ

İnsanlar doğaları gereği çalışma ya da sosyal hayatlarında kendilerinin yaşamlarını başkalarının yaşamları ile kıyaslarlar. Bu kıyaslama duygusu kişilerin sırf başkaları başarılı olmasın diye davranışlar sergilemelerine yol açabilir. Bu noktada başkalarının başarılı olmasını istememe olarak ifade edilen yengeç sepeti sendromu ortaya çıkmaktadır. Yengeç sepeti sendromu bireysel bir davranış olarak değerlendirilse de aslında bütün örgütü ilgilendiren ve etkileyen bir olgudur. Örgütte oluşan yengeç sepeti sendromu çalışma barışını, takım çalışmasını bozmakta, stresi artırmakta; örgütün performans ve verimliliğini düşürmektedir.

Örgütlerde ortaya çıkan yengeç sepeti sendromunu azaltmak ya da ortadan kaldırmak için bireyler bu sendromu taşıyan bireylerden uzaklaşmalılar, sosyal açıdan destek almalılar, yengeç sepeti sendromu taşıyan kişilerle yüzleşmeliler bu bireylere karşı mücadele etmelidirler (Pegues, 2018). Yengeç sepeti sendromunun örgüt ve birey için olumsuz etkilerinin ortadan kaldırılması içinse örgüt içinde açık ve net kurallar konulması, örgüt üyelerinin kariyerlerinde ilerleyebilmeleri için olanaklar sağlanması ve teşvik edilmesi, üyeler arasında doğru iletişim kanalları kurulması, örgüt içindeki saldırganlığın önlenmesi bu tip davranışlara örgütte müsamaha gösterilmemesi, örgütte iş birlikçi, saygının ve demokrasinin hâkim olduğu bir örgüt ikliminin oluşturulması gerekmektedir. Yapılacak olan benzer çalışmalarda farklı sektörlerde çalışanların yengeç sepeti sendromu algıları nitel bir çalışmayla ölçülebilir.

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Dijital Dönüşüm Sürecinde E-Devlet Bilgi Güvenliği Risk Analizi

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ÖZET

Teknolojinin hızlı gelişimiyle birlikte ortaya çıkan dijitalleşme süreci, nesnelerin interneti, blok zincir, büyük veri ve yapay zeka gibi teknolojilerle birlikte iş süreçlerinde ve sosyal yapıda köklü değişikliklere neden olmakta ve toplumun ihtiyaçlarına uyum sağlayacak şekilde bütüncül bir dönüşümü gerektirmektedir. Dijitalleşme süreciyle kullanıcı odaklı hizmet sunumu artırılarak kamu yönetiminin etkinleştirilmesi ve E-Devlet üzerine taşınan hizmetlerin kullanım ve maliyet etkinliğinin önemi vurgulanmaktadır. Bununla birlikte, toplumsal kullanım için katma değeri yüksek hizmetler sunulması, kullanıcı dostu arayüzlerin hazırlanması ve kurumsal bilgi sistemlerinin sürdürülebilir bir yapıya kavuşturulması önemli olmaktadır. E-Devlet uygulamasının hızlı gelişimi ve yaygınlaşması, hizmet kullanımını kolaylaştırırken; yerli ve milli yenilikçi teknolojilerin üretilmesi ve alt yapıların oluşturulması yeterli olmamaktadır. Bu nedenle, bilgi güvenliğinin kilit faktör olduğu E-Devlet sisteminde, verimli ve etkili güvenlik yönetim planının hazırlanması ve uygulanma aşamalarının değerlendirilmesi önem arz etmektedir. Çalışma kapsamında, bilgi güvenliğinin risk değerlendirmesinin etkin bir şekilde modellenmesi için hiyerarşik yapıya sahip indeks sistemi oluşturularak risk faktörleri belirlenmektedir. Belirlenen yapı kapsamında, bulanık karar verme tekniğiyle kurgulanan değerlendirme modeli ortaya konmakta ve risk değerlendirmesinde en yüksek öneme sahip ana kriterin uygulama ve veri güvenliği olduğu tespit edilmektedir.

Anahtar Kelimeler: Bilgi Güvenliği, Risk Değerlendirmesi, Bulanık Analitik Hiyerarşi Prosesi

Risk Analysis of E-Government Information Security in Digital Transformation Process

ABSTRACT

The digitalization process that emerged with the rapid development of technology, together with technologies such as the internet of things, blockchain, big data and artificial intelligence, causes radical changes in business processes and social structure and requires a holistic transformation to adapt to the needs of society. It emphasizes the importance of increasing the user-oriented service delivery with the digitalization process, enabling the public administration and the use and cost-effectiveness of the services carried over to the E-Government. In addition, it is important to provide services with high added value for social use, to prepare user-friendly interfaces and to ensure a sustainable structure of corporate information systems. While the rapid development and spread of the e-Government application facilitates the use of the service; it is not enough to produce domestic and national innovative technologies and to create infrastructures. Therefore, it is important to evaluate the preparation and implementation stages of an efficient and effective security management plan in the E-Government system where information security is the key factor. Within the scope of the study, risk factors are determined by creating an index system with a hierarchical structure in order to effectively model the risk assessment of information security. Within the scope of the determined structure, the evaluation model constructed with the fuzzy decision-making technique is revealed and it is determined that the main criteria with the highest importance in risk assessment are application and data security.

Keywords: Information Security, Risk Assessment, Fuzzy Analytical Hierarchy Process

GİRİŞ

Bilgi güvenliği hem bireylerin hem de kurumların bilgi varlıklarını korumak, yetkisiz erişim, veri sızıntısı ve diğer tehditlere karşı önlemler almak amacıyla uyguladığı bir dizi önlem ve politikalar bütünüdür. Bilgi güvenliği, özellikle kamu hizmetlerinin elektronik ortamda sunulduğu, vatandaşların, işletmelerin ve kamu kurumlarının bu hizmetlere hızla erişim sağladığı dijital e-devlet platformları için önem kazanmaktadır.

E-devlet sistemleri: devletin, tüm bürokratik, ekonomik ve hukuksal işlemlerini iletişim ağları üzerinden doğrudan yapabilmesini sağlayan; vatandaşların ise istedikleri hizmetlerden düşük maliyetle ve hızlı bir şekilde yararlandıkları elektronik bir yapıdır (Efendioğlu ve Sezgin, 2007). E-devlet sistemleri, vatandaşlara kolaylık, hızlı erişim ve zaman tasarrufu sağlarken, kamu kurumlarının da daha etkin ve verimli bir şekilde işlem yapmasını sağlamaktadır. Bununla birlikte, hassas bilgilere erişim sağlayan ve büyük miktarda veriyi işleyen yapılar olan e-devlet sistemleri için bilgi güvenliği önem arz etmektedir. Hassas bilgileri içeren e-devlet sistemleri, kişisel bilgiler, sağlık verileri, mali bilgiler ve diğer hassas bilgiler gibi birçok farklı türde veriyi içerdiğinden bu sistemlerin güvenliği, sadece bireylerin değil, aynı zamanda devletin itibarı ve toplumun güvenliği açısından da önem taşıdığından bilgi güvenliğinin, e-devlet sistemlerinde birden fazla düzeyde uygulanması gerekmektedir. E-devlet sistemlerinin tasarlanırken ve uygulanırken, güvenli şifreleme yöntemleri, güçlü yetkilendirme ve kimlik doğrulama mekanizmaları, güvenlik duvarları ve zararlı yazılımlara karşı koruma önlemleri gibi teknik tedbirler alınmalı ve bilgi güvenliği politikaları, eğitimler ve farkındalık programlarıyla da kullanıcıların güvenlik konusunda bilinçlendirilmeleri gerekmektedir. Bununla birlikte, e-devlet sistemlerinde kullanılan yazılımların güvenliğinde, güvenlik açığı, kötü niyetli kişilerin sistemlere sızması, veri hırsızlığı veya hizmet kesintisi gibi sorunlar görülebilmektedir. E-devlet bilgi güvenliği kapsamında: fiziksel güvenlik önlemleri, veri merkezlerinin güvenliğini sağlamak için kullanılırken, ağ güvenliği ise veri iletimi sırasında verilerin gizliliğini ve bütünlüğünü koruyarak yetkisiz erişimlerin önüne geçilmesi amacıyla kullanılmaktadır. Güvenlik açıklarını en aza indirmek için gerekli incelemeler yapılarak korunma noktasında önceliğe sahip yapılar belirlenmeli ve yazılımlar test edilerek mevcut güvenlik prosedürlerinin güncellenmesi önem arz etmektedir

Çalışma kapsamında, güvenlik açığı esasına dayalı olarak, e-devlet bilgi sistemi güvenliğinin risk değerlendirmesinin yapılabilmesi için hiyerarşik yapıya sahip indeks sisteminin kurulması ve e-devlet bilgi güvenliği yönetim modelinin geliştirilmesi amaçlanmaktadır. E-devlet bilgi güvenliğinin risk değerlendirmesi ile ilgili çalışmaların neredeyse yok denecek kadar az olması dolayısıyla elde edilen bulgular neticesinde, dijital devletin gelişimi için e-devlet bilgi güvenliği risklerinin değerlendirmesindeki eksikliklerin giderilmesine kaynak ve katkı sağlanması amaçlanmaktadır. Bununla birlikte, çalışma kapsamında ortaya konan tüm riskler için iyileştirmelerin maliyet-etkinlik değerlendirmesinin yapılarak iyileştirmenin maliyeti ile tehdidin gerçekleşmesi durumunda oluşacak kayıpların kıyaslanması ile kamu kurumlarında stratejik planlamaya katkı sunularak rekabet edebilirlik ve verimlilik açısından kamu değerine uygun süreçlerin geliştirilmesine katkı sağlanması amaçlanmaktadır.

1. KAVRAMSAL ÇERÇEVE

E-devlet ile ilgili literatürdeki çalışmalarının sorularının temelinde genellikle; e-devlet ile ekonomik ve demokratik kalkınma arasındaki bağlantı, e-yönetişim için e-devlet çerçevelerinin belirlenmesi, e-devlet politikalarına ilişkin stratejiler ve uygulamalar, katılım/e-demokrasi, vatandaşın e-devlete güvenmeme gibi nedenler sorgulanmaktadır.

West (2004), çalışmasında, e-devletin içeriğini inceleyerek, vatandaşların hükümet hakkındaki görüşlerini, demokratik yanıt verebilirliğini ve hizmet etkinliğine olan güvenlerinin hangi doğrultuda etkilediğini incelemektedir. Shackleton ve Dawson (2007), e-devletin, mevcut bilgi ve hizmetlerin elektronik bir kopyası olmaktan daha fazlası olduğunu belirtmekte ve devlet politikaları hazırlarken daha fazla katılımını sağlayarak daha iyi hizmet sunmak amacıyla halka yeni ve geliştirilmiş hizmetler sunması için önemli olduğunu ifade etmektedir. Bertot vd. (2010), bilgi ve BİT'lerin özellikle e-devlet ve sosyal medyanın şeffaflıkla ilgili kültürel tutumlar üzerindeki potansiyel etkilerini araştırmaktadır. Nabafu ve Maiga (2012) çalışmasında, yerel e-devlet sistemlerinin vatandaşlar için kolay ve elektronik olarak kamusal hizmetlerle etkileşimde bulunmalarını sağladığını ifade etmektedir. Temur (2013) 2003-2010 yılları arasındaki dönemi incelediği çalışmasında Türkiye'nin özellikle e-devlet hizmeti aracılığıyla sağladığı hizmetlerin sayısını ve niteliğini arttırması gerektiğini önermektedir. Çetinkaya ve Çetinkaya (2017), çalışmasında, e-devlet uygulamalarının beklenen seviyeye ulaşmamasını; uzman eleman eksikliği, eğitim sorunu, kullanıcıların ve kurum çalışanlarının e-devlet konusundaki bilinç düzeyinin eksik olması, maliyet, teknoloji yetersizliği, ağ yetersizliği, portal yetersizliği, kamu kurumlarının web sayfasından sunulan bilgilerin güvenilirlik düzeyinin düşüklüğü gibi nedenlerle ifade etmektedir. Can ve Eke (2020), Türkiye'de e-devlet hizmetlerinden yararlanan vatandaşların e-devlet uygulamaları hakkındaki bilgi düzeylerinin ve uygulamalara yönelik memnuniyet düzeylerinin belirlenmesini amaçladıkları çalışmalarında, e-devlete dair vatandaşların bilgi düzeyleri arttıkça memnuniyet düzeylerinin de arttığını tespit etmektedir.

Yapılan incelemeler çerçevesinde, e-devlet bilgi güvenliğinin risk değerlendirmesinin etkin bir şekilde modellenmesi için hiyerarşik yapıya sahip indeks sisteminin kurularak risk faktörlerinin belirlenmesi ve risk değerlendirme modelinin ortaya konulması ön plana çıkmaktadır.

2. YÖNTEM

2.1. Bulanık Analitik Hiyerarşi Prosesi

AHP, karmaşık karar verme süreçlerinde farklı kriterlerin ve alternatiflerin değerlendirilmesini olanak sağlarken bulanık AHP ise, bu değerlendirmelerde belirsizliğin veya belirsizlik derecesi bulunan bilgilerin kullanılmasına olanak tanımaktadır. Saaty'nin teorisinin bir uzantısı olan ve üçgen bulanık sayıların kullanıldığı bulanık AHP yönteminde, klasik yöntemlerine göre karar verme sürecinde ağırlıkların daha iyi tanımlanasını sağlamaktadır.

Chang (1992), ikili karşılaştırmanın sentetik kapsam değeri için üçgen bulanık sayılara dayalı ikili karşılaştırma ölçeğini işlemek için yeni bir yaklaşım sunmaktadır. Bu yöntemde ilk

adım, Bulanık AHP ölçeği aracılığıyla ikili karşılaştırma için üçgen bulanık sayılar kullanılmakta ve daha sonra sentetik kapsam değerleri kullanılarak öncelik ağırlıklarının elde edilmesi için bir kapsam analizi gerçekleştirilmektedir.

Üçgen bulanık sayılarda karar vericilere ait değerlendirmeler, M genellikle (l, m, u) olarak temsil edilmekte olup l alt sınır, m orta sınır ve u üst sınır olmak üzere üyelik fonksiyonu,

$$\mu M(x) = \begin{cases} \frac{x}{m-l} - \frac{l}{m-l}, x\epsilon[l,m] \\ \frac{x}{m-u} - \frac{u}{m-u}, x\epsilon[m,u] \\ 0, \quad Diğer \end{cases} \qquad (1)$$

denklemiyle açıklanmaktadır. Karar vericiler için belirsizlikleri ortadan kaldırmak amacıyla geliştirilmiş olan bulanık AHP ölçeği Tablo 1'de gösterilmektedir.

Tablo 1. Dilsel Değişkenler

Nitel Ölçek	Üçgen Bulanık Ölçek	Üçgen Bulanık Ölçek Karşıt Değeri
Eşit Önem	$\tilde{1}$	(1, 1, 1)
Orta Önemi	$\tilde{3}$	(1, 3, 5)
Güçlü Önemi	$\tilde{5}$	(3, 5, 7)
Çok Güçlü Önemi	$\tilde{7}$	(5, 7, 9)
Aşırı Derecede Önemli Olması	$\tilde{9}$	(7, 9, 9)
Ters Karşılaştırma Için Karşılıklar	$(\frac{1}{u_i}, \frac{1}{m_i}, \frac{1}{l_i})$	

Kaynak: Kabir & Hasin (2011a)

Üçgen bulanık sayı matrisi $A = \tilde{a}_{ij}'nin\ i, \mathrm{j} = 1,2 \ldots \ldots \mathrm{n}$ olmak üzere karar verici değerlendirmeleri (l_{ij}, m_{ij}, u_{ij}) olmaktadır. A karşılaştırma matrisini oluşturduktan sonra, A matrisinin öncelik vektörü oluşturulmaktadır. A matrisindeki her satır için bulanık sentetik derece değeri $\tilde{S}_i$,

$$\sum_{j=1}^{m} \tilde{a}_{ij} = \left(\sum_{j=1}^{m} l_{ij}, \sum_{j=1}^{m} m_{ij}, \sum_{j=1}^{m} u_{ij}\right), \ \forall i = 1,2, \ldots, n,$$

ve

$$\left[\sum_{i=1}^{n}\sum_{j=1}^{m} \tilde{a}_{ij}\right]^{-1} = \left(\frac{1}{\sum_{i=1}^{n}\sum_{j=1}^{m} u_{ij}}, \frac{1}{\sum_{i=1}^{n}\sum_{j=1}^{m} m_{ij}}, \frac{1}{\sum_{i=1}^{n}\sum_{j=1}^{m} l_{ij}}\right)$$

olmak üzere,

$$\tilde{S}_i = \sum_{j=1}^{m} \tilde{a}_{ij} \otimes \left[\sum_{i=1}^{n}\sum_{j=1}^{m} \tilde{a}_{ij}\right]^{-1} \qquad (2)$$

şeklinde hesaplanmaktadır. Sentetik değer belirlendikten sonra elde edilen bulanık sayı/sentetik değerin diğerinden daha büyük olma olasılığının derecesi belirlenmektedir. $\tilde{a}_1 = (l_1, m_1, u_1)$

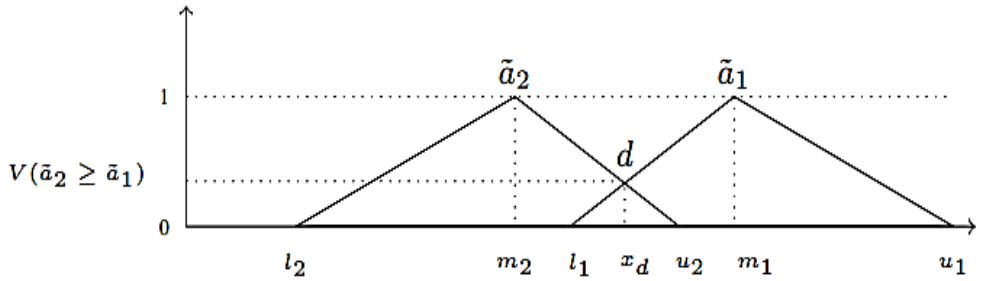
ve $\tilde{a}_2 = (l_2, m_2, u_2)$ iki üçgen bulanık sayı olmak üzere $\tilde{a}_1$ ve $\tilde{a}_2$ arasındaki olasılık derecesi, $V(\tilde{a}_2 \geq \tilde{a}_1)$,

$$V(\tilde{a}_2 \geq \tilde{a}_1) = \begin{cases} 1 & m_2 \geq m_1 \\ 0 & l_1 \geq u_2 \\ \frac{l_1 - u_2}{m_2 - u_2 + m_1 - l_1} & Diğer \end{cases} \quad (3)$$

elde edilmekte ve dışbükey bulanık sayı için olasılık derecesi:

$$V(\tilde{a}_2 \geq \tilde{a}_1) = hgt(\tilde{a}_1 \cap \tilde{a}_2) = (\frac{l_1 - u_2}{m_2 - u_2 + m_1 - l_1}) = d \quad (4)$$

şeklinde hesaplanmaktadır. Burada d; $\tilde{a}_1$ ve $\tilde{a}_2$ arasındaki en yüksek kesişim noktasının ordinatıdır. hgt terimi, $\tilde{a}_1$ ve $\tilde{a}_2$ 'nin kesişimindeki bulanık sayıların yüksekliğini göstermektedir ve Şekil 1'de gösterilmektedir.



Şekil 1. $\tilde{a}_2 \geq \tilde{a}_1$ için Olasılık Derecesi

Son olarak, aşağıdakiler varsayılarak kriterler için ağırlık vektörünü ölçülmektedir;

$$d'(A_i) = \min V(\tilde{S}_i \geq \tilde{S}_j), j = 1,2,\dots,n, j \neq i \quad (5)$$

burada $A_i(i = 1,2,\dots,m)$, m karar alternatifidir ve n kriter sayısı olmak üzere ağırlık vektörü

$$W'(A_i) = (d'(A_1), d'(A_2), \dots, d'(A_m))^T, A_i(i = 1,2,\dots,m), \quad (6)$$

elde edilmekte ve denklem normalleştirilerek W, bulanık olmayan sayı ve alternatiflerin düzenini temsil etmek üzere,

$$W(A_i) = (d(A_1), d(A_2), \dots, d(A_m))^T \quad (7)$$

ağırlık vektörleri hesaplanmaktadır. Her kriter için normalleştirilmiş ağırlığı, normalleştirilmiş ağırlık vektörlerinin toplamına bölerek n kriter sayısı olmak üzere kriterlerin önem dereceleri W_{c_j},

$$W_{c_j} = \frac{W(A_i)}{\sum_{i=1}^{n} W(A_i)}, j = 1, \dots, n \quad (8)$$

hesaplanmaktadır.

3. BULGULAR VE TARTIŞMA

E- devlet bilgi güvenliğine ilişkin ana kriter ve alt kriterler uzman görüşleri kapsamında belirlenerek hiyerarşik yapı oluşturulmakta ve önerilen yapıya dayalı kriter çiftleri karşılaştırılmaktır. İndeks ağırlıklarını hesaplamak için öncelikle alt kriterlerin karşılaştırılması yapılarak bir yargı matrisi oluşturulmaktadır. Risk değerlendirmesi sürecinde kullanılacak olan ana kriterler ve alt kriterlerin belirlenmesinin ardından ağırlıklandırma aşamasına geçilmekte ve bu aşamada üçgensel bulanık sayılar kullanılarak ana kriterler ve alt kriterler karşılaştırılmaktadır. Ana kriter ağırlıklarının belirlenmesinin ardından alt kriter ağırlıklarının belirlenmesine geçilmektedir. Alt kriter bulanık ağırlıkları da ana kriter ağırlıklarının belirlenmesine benzer şekilde belirlenmektedir.

Ana kriterlere ve alt kriterlere ilişkin bulanık ağırlıklar kullanılarak alt kriterlere ait küresel bulanık önem değerleri hesaplanmaktadır. Tablo 1'de ana kriterlere ait durulaştırılmış kriter değerleri ve normalleştirme işlemi sonrası sıralamaları yer almaktadır.

Tablo 1. Ana Kriterlerin Durulaştırılmış Kriter Öncelikleri ve Sıralaması

Durulaştırılmış Kriterler				
	Toplam Bulanık			Durulaştırılmış
Ağ ve Sistem Güvenliği Kriteri için Durulaştırma;	0,0003311	0,0049134	0,0779340	0,01632
Uygulama ve Veri Güvenliği Kriteri için Durulaştırma	0,0706259	0,4974825	3,4914445	0,92533
Taşınabilir Cihaz ve Ortam Güvenliği Kriteri için Durulaştırma;	0,0706259	0,4974825	3,4914445	0,92533
Nesnelerin İnterneti (Iot) Cihazların Güvenliği Kriter için Durulaştırma;	0,0000002	0,0000016	0,0000277	0,00001
Fiziksel Mekanların Güvenliği Kriteri için Durulaştırma;	0,0000054	0,0000553	0,0007793	0,00017
Personel Güvenliği Kriter için Durulaştırma;	0,0000094	0,0000648	0,0006158	0,00015
			Toplam	1,87
Normalleştirilmiş Kriter Öncelikleri				**Sıralama**
Ağ ve Sistem Güvenliği Kriteri	0,008740			3
Uygulama ve Veri Güvenliği Kriteri	0,495544			1
Taşınabilir Cihaz ve Ortam Güvenliği Kriteri	0,495544			1
Nesnelerin İnterneti (Iot) Cihazların Güvenliği	0,000003			6
Fiziksel Mekanların Güvenliği Kriteri	0,000090			4
Personel Güvenliği Kriteri	0,000079			5

Tablo 1'e göre, "Uygulama ve Veri Güvenliği Kriteri" ile "Taşınabilir Cihaz ve Ortam Güvenliği Kriteri" aynı önem değerine sahiptir ve en yüksek önem değerine sahip olan kriterlerdir. "Ağ ve Sistem Güvenliği Kriteri" ise üçüncü sıradadır. Diğer kriterler arasında "Fiziksel Mekanların Güvenliği Kriteri" dördüncü sırada, "Personel Güvenliği Kriteri" beşinci sırada ve "Nesnelerin İnterneti (IoT) Cihazların Güvenliği" ise altıncı sırada yer almaktadır.

Bulanık matematiksel notasyonlar kullanılarak yapılan hesaplamalar sonucunda elde edilen alt kriterlere ait küresel bulanık önem değerlerine ve sıralamalarına Tablo 2'de yer verilmektedir

Tablo 2. Alt Faktörlerin Grup İçi Küresel Bulanık Ağırlıkları ve Sıralamaları

		Küresel Bulanık Önem Değerleri			ıralama
Ağ ve Sistem Güvenliği (0,0003, 0,004, 0,077)	Donanım Varlıklarının Envanter Yönetimi	0.00000012893 4836930	0.00634878 8075367630	0.17019932936 3803000	
	Yazılım Varlıkları Envanter Yönetimi	0.00000000001 5281166	0.00000157 4960208010	0.00000000000 4825347	
	Tehdit ve Zafiyet Yönetimi	0.00000000000 0000000	0.00000000 0000000061	0.00000000003 3777429	4
	E-posta Sunucusu ve İstemcisi Güvenliği	0.00000000000 0000000	0.00000000 0000000038	0.00000000004 5036572	3
	Zararlı Yazılımlardan Korunma	0.00000000000 0014505	0.00000000 1493295605	0.00113998822 0725920	
	Ağ Güvenliği	0.00000000716 3046496	0.00052906 5672947303	235.435401532 300000	

	Veri Sızıntısı Önleme	0.000000000000000509	0.000000000033221817	0.000046117449403391	8
	İz ve Denetim Kayıtlarının Tutulması ve İzlenmesi	0.000000000000000000	0.000000000000004861	0.000000001215987435	2
	Sanallaştırma Güvenliği	0.000000000000429783	0.000000060478471988	0.087551095351750700	5
	Siber Güvenlik Olay Yönetimi	0.000000000000000001	0.000000000000016203	0.000000003647962306	1
	Sızma Testleri ve Güvenlik Denetimleri	0.000000000000040292	0.000000002986591209	0.005699941103629600	6
	Kimlik Doğrulama ve Erişim Yönetimi	0.000000000130399282	0.000017718302340110	16.339135618925100000	1
	Felaket Kurtarma ve İş Sürekliliği Yönetimi	0.000000024175281924	0.000940561196350760	147.14712595768700	3
	Uzaktan Çalışma	0.000000000000000000	0.000000000000010802	0.000000007295924613	0
Uygulama ve Veri Güvenliği (0,070, 0,497, 3,491	Dosyaların ve Kaynakların Güvenliği	0.000000000382671711	0.000000837225072549	0.022410388800871200	7
	Dış Sistem Entegrasyonlarının Güvenliği	0.000142831450939592	0.781231459697215000	4130.682863776590000	2
	Güvenli Kurulum ve Yapılandırma	0.000001487827613954	0.011573799402921700	96.81287961976370000	1
	Güvenli Yazılım Geliştirme	0.000000000229603026	0.000000418612536274	0.007470129600290410	9
	Hata Ele Alma ve Kayıt Yönetimi	0.000000000003188930	0.000000006976875604	0.000311255400012101	0
	Kimlik Doğrulama	0.000000007749102156	0.000004465200386929	0.011205194400435600	8
	Kötücül İşlemleri Engelleme	0.000000030996408624	0.000214329618572624	1.815241492870570000	3
	Oturum Yetkilendirme Yöntetimi	0.000000010332136208	0.000026791202321578	0.201693499207841000	6
	Veri Tabanı ve Kayıt Yönetimi	0.000000247971268992	0.000482241641788404	1.613547993662730000	4
	Yetkilendirme	0.000000020664272416	0.000040180680348236	0.268924665610455000	5
Taşınabilir Cihaz ve Ortam Güvenliği (0,070, 0,497, 3,491)	Akıllı Telefon ve Tablet Güvenliği	0.005307155505970240	0.121517155719788000	2.939497449705920000	1
	Taşınabilir Bilgisayar Güvenliği	0.000017690518353234	0.000843869136942974	0.000022218423656129	3
	Taşınabilir Ortam Güvenliği (CD/DVD, Taşınabilir Bellek Ortamları)	0.000002808018786227	0.000084386913694297	0.000002221842365612	4
	İletişim Güvenliği	0.002830482936517460	0.075948222324867600	0.001066484335494210	2
Nesnelerin İnterneti (Iot) Cihazların Güvenliği (0,000002, 0,0000016, 0,0000277)	Ağ Servisleri ve İletişimi	0.00000000003	0.000000000105	0.00000011803	3
	Dâhili Veri Depolama	0.00000000001	0.000000000044	0.00000005665	4
	Kimlik Doğrulama ve Yetkilendirme	0.00000000000	0.000000000001	0.00000000262	5
	API ve Bağlantı Güvenliği	0.00000000086	0.000000005930	0.00000906440	2
	Diğer Güvenlik Tedbirleri	0.00000005145	0.000002490055	0.00025380326	1
Fiziksel Mekanların Güvenliği (0,000054, 0,0000055, 0,0007798)	Genel Güvenlik Tedbirleri	0.0000003188	0.0000278447	0.0031122893	2
	Sistem Odası/Veri Merkezine Yönelik Güvenlik Tedbirleri	0.0000006375	0.0000417671	0.0041497191	1
	Elektromanyetik Bilgi Kaçaklarından Korunma Yöntemleri (TEMPEST)	0.0000002391	0.0000185631	0.0015561447	3
Personel Güvenliği (0,000094, 0,0000648, 0,0006158)	Genel Güvenlik Tedbirleri	0.000001873	0.000053911	0.001603756	2
	Eğitim ve Farkındalık Faaliyetleri	0.000001249	0.000040433	0.002138342	1
	Tedarikçi İlişkileri Güvenliği	0.000000468	0.000008985	0.000267293	3

Tablo 2.'de; Ağ ve Sistem Güvenliği kriterinde yer alan en önemli kriter "Kimlik Doğrulama ve Erişim Yönetimi" ; Uygulama ve Veri Güvenliği kriterinde yer alan en önemli kriter "Güvenli Kurulum ve Yapılandırma"; Taşınabilir Cihaz ve Ortam Güvenliği kriterinde yüksek öneme sahip kriter "Akıllı Telefon ve Tablet Güvenliği"; Nesnelerin İnterneti (Iot) Cihazların Güvenliği kriterindeki en önemli kriter ise "Diğer Güvenlik Tedbirleri"; Fiziksel Mekanların Güvenliği kriterinde en yüksek öneme sahip kriter "Sistem Odası/Veri Merkezine Yönelik Güvenlik Tedbirleri" ve son olarak Personel Güvenliği kriterine ait en yüksek öneme sahip kriterin ise "Eğitim ve Farkındalık Faaliyetleri" olduğu görülmektedir. Elde edilen bu sıralama, her kriterin belirli bir alandaki önemini yansıtmakta olup ilgili kurumun spesifik gereksinimleri farklı bir öncelik sıralamasına neden olabilmektedir.

SONUÇ

Bilgi güvenliği politikalarının büyük önem taşıdığı e-devlet sistemleri, vatandaşların ve işletmelerin güvenini sağlamak ve devletin kamu hizmetlerini etkili bir şekilde sunmasını desteklemek amacıyla güvenli ve toplum için güvenilir bir şekilde çalışması önem arz etmektedir. E-devlet sistemlerindeki güvenlik politikaları ile veri erişimi ve kullanımına ilişkin kurallar belirlenmekte, kullanıcıların güvenli parola kullanımı teşvik edilmekte ve olaylara müdahale ve yanıt süreçleri belirlenmektedir. Bununla birlikte kullanıcıların bilinçlenmesi için eğitim ve farkındalık programlarının düzenlenmesi de bilgi güvenliği için önemli olmaktadır. E-devlet sistemlerinin bilgi güvenliği yüksek öneme sahip olduğundan yeterli önlemler alınmadığında, bu sistemler hassas bilgilerin tehlikeye girmesine ve kötü niyetli saldırılara maruz kalmasına neden olabilmektedir. Bu nedenle, e-devlet sistemlerinin güvenliğinin sürekli olarak gözden geçirilmesi ve güncel tehditlere karşı korunması gerekmektedir.

Çalışma kapsamında: Uygulama ve Veri Güvenliği için güvenli yazılım geliştirme süreçleri takip edilmeli, veri şifrelemesi, yetkilendirme ve oturum yönetimi gibi tedbirler; Taşınabilir cihaz ve ortam güvenliği için güçlü parola politikaları, veri şifrelemesi, uzaktan silme ve uzaktan izleme gibi güvenlik önlemleri uygulanması gibi tedbirler önemli olmaktadır. Her organizasyonun güvenlik gereksinimleri farklı olduğundan elde edilen veriler genel bir rehberlik sağlamakta olup ilgili kurumların kendi önceliklerini ve ihtiyaçlarını dikkate almaları yapılan risk değerlendirme kapsamında önemli olmaktadır.

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Dijitalleşme ve Dijital Vatandaşlık

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ÖZET

Hızlı teknolojik yenilikler ile birlikte dijitalleşen çağda; nesnelerin interneti, bulut bilişim, blok zinciri, büyük veri ve yapay zekâ gibi birçok teknolojiyi barındıran dönüşüm hem iş süreçlerinde hem de sosyal yapı üstünde köklü değişiklikleri neden olmaktadır. Devletlerin kamu politikalarının dijitalleşme odaklı olarak geliştirmeleri, özellikle pandemi döneminin de etkisiyle, dijital vatandaşlık kavramının önemini arttırmaktadır. Dijital vatandaşlığın önem kazanması ile dijital vatandaşlık ile ilgili pek çok araştırma yapılmakla birlikte, araştırmaların dijital vatandaşlık eğitiminin kurgulanma biçiminin belirlenmesi ile ilgili olduğu tespit edilmektedir. Diğer taraftan, dijital vatandaşlığın alanının genişlemesi ile yeni ve farklı ihtiyaçlar ortaya çıkmaktadır. "Dijital yaratıcılık, dijital girişimcilik, dijital empati ve dijital saldırganlık" faktörlerinin dijital vatandaşlık araştırmaları içinde incelenmesi ve dijital farkındalığın dijital vatandaşlık ile bağının ortaya konulması gerekliliğinden ötürü, dijital vatandaşlık kavramının faktörleri dijital vatandaşlığın anlaşılması ve gelişimi için yeterli görülmemektedir. Bu çalışmada; dijital vatandaşlık yönetim modeli ortaya konulması için yeni bir dijital vatandaşlık ölçeğinin oluşturulması amaçlanmaktadır. Bu amaç doğrultusunda; dijital okuryazarlık, dijital hukuk, dijital haklar ve sorumluluk, dijital iletişim, dijital güvenlik, dijital ticaret, dijital katılım, dijital etik, dijital sağlık, dijital yaratıcılık, dijital girişimcilik, dijital empati ve dijital saldırganlık faktörlerinin dijital vatandaşlık boyutuna odaklanılmaktadır.
Anahtar Kelimeler: Dijital Vatandaşlık, Dijitalleşme, Ölçek Geliştirme

Digitization and Digital Citizenship

ABSTRACT

The transformation through rapid technological innovations, which includes various technologies such as internet of things, cloud computing, blockchain, big data and artificial intelligence, causes profound changes in both business processes and social structure in the digitalizing era. The development of public policies by governments with a focus on digitalization have increased the importance of the concept of digital citizenship, especially with the effect of the pandemic period. Since the concept of digital citizenship has gained prominence, a great amount of studies were implemented on this subject. When these studies were analyzed, it was detected that the researches were mostly related to the determination of the way of constructing digital citizenship education. On the other hand, with the expansion of the field of digital citizenship, new and different needs have emerged. The factors of the concept of digital citizenship are not considered sufficient for the understanding and development of digital citizenship, due to the necessity of examining the factors of "digital creativity, digital entrepreneurship, digital empathy and digital aggression" within digital citizenship studies and revealing the link between digital awareness and digital citizenship. In accordance with this purpose; digital literacy, digital law, digital rights and responsibilities, digital communication, digital security, digital commerce, digital participation, digital ethics, digital health, digital creativity, digital entrepreneurship, digital empathy and digital aggression factors are focused on within the framework of digital citizenship aspect
Anahtar Kelimeler: Digital Citizenship, Digitization, Scale Development

GİRİŞ

İnternet aracılığıyla söylenilen/yapılan eylemler insan hayatına benzeri görülmemiş şekillerde doğrudan etkisi bulunmakta ve bu durum, dijital eşitsizliklere rağmen neredeyse tüm dünyada yaşanmaktadır. Hem şirketlerin hem de devletlerin, İnternet aracılığıyla söylenilen/yapılan eylemler hakkında kar veya güvenlik için veri toplamaya, bir araya getirmeye ve depolamaya büyük yatırımlar yapması, bağlantılı dijital yaşamlarımıza verilen önemin pratikte en güçlü kanıtlar arasında yer almaktadır. İnternet aracılığıyla bir şeyler söylemek ve yapmak, tehlikeli olasılıklarla birlikte günlük bir deneyim haline gelmektedir. İnternete bağlı dijital yaşamın sosyal/ekonomik/kültürel sonuçlarına ilişkin dünya çapındaki tartışma, yaklaşık yirmi beş yıldır tüm hızıyla devam etmektedir. Dijital enstrümanların sivil katılım üzerindeki etkisi bulunmaktadır. Sürekli genişleyen bilgi ağlarına yayılma, yeni gruplarla bağlantı kurma, bir zamanlar günlük hayatın kapsamı dışında kalan çevrimiçi (ve çevrimdışı) yurttaşlık faaliyetlerine katılma becerileri, anlayışlar ve paylaşılan vatandaşlık tanımları için yeni olasılıkların araştırılmasını gerektirmektedir. Dijital enstrümanları sınırlı düzeyde erişim sağlayan kullanıcılara da yaptıkları eylem ve eylemler bütünüyle yer temelli bağlamların talep ve beklentilerini dengeleme yeteneğine sahip olmaktadır. İnternet ortamında elde edilen yeni yetenekler, bazılarının, gelişen bilgi çağının farklı bakış açıları ve dağıtılmış sorumluluklara sahip yeni bir vatandaş türü getirdiğini öne sürmesine yol açmaktadır (Hermes, 2006). Belirli bir yerin taleplerine ve kısıtlamalarına daha az bağlı olan bakış açıları -belki de küresel olarak daha bilinçli, daha eleştirel, acil olana meydan okumaya daha istekli bir vatandaş- dijital vatandaşlık kavramını ön plana çıkarmaktadır (Bennett vd., 2009). Bilgi ve İletişim Teknolojisi (BİT) insanları, ve içinde bulunduğumuz çağı tamamen değiştirmektedir. Bu değişimler ile bilgi arama, paylaşma, iletişim, erişim, hukuk, tüketim ve eğlence için dijital teknolojiler etkin bir şekilde kullanılmaktadır. Bilgi ve iletişim teknolojileri ile değişen çağ, bireylerin özelliklerinin ve buna bağlı olarak da toplumun özelliklerinin değiş tokuşuna yol açmaktadır. Dijital teknolojiler ile birlikte vatandaşlık kavramı genişlemektedir. Günlük hayatta dijital araçların kullanımının her geçen gün artmasıyla; bireyler gelişen bilgi ve iletişim teknolojilerini (BİT); bilgi, iletişim, hukuk, sağlık, eğitim, güvenlik, eğlence ve kamu hizmeti alımı için etkin bir şekilde kullanmaktadır. Dijital vatandaş, teknoloji ile ilgili insani, kültürel ve toplumsal sorunları anlamak, yasal ve etik davranışlar uygulamak; bilgi ve teknolojinin güvenli, yasal ve sorumlu kullanımını savunmak ve uygulamak; iş birliğini, öğrenmeyi ve üretkenliği destekleyen teknolojiyi kullanmaya karşı olumlu bir tutum sergilemek; yaşam boyu öğrenme için kişisel sorumluluk göstermek ve dijital vatandaşlık için liderlik sergilemektir (Ribble ve Bailey, 2007). Çalışma kapsamında sunulan Dijital Vatandaşlık ve bileşenlerinin, İnternet davranışının ortaya çıkan psikolojik ve sosyolojik teorilerine dayalı olarak, çevrimiçi yaşarken bireyin daha karmaşık, etkileşimli bir portresini sunabilen bir kavramsal çerçeve geliştirilme amaçlanmaktadır. Çalışmanın ilk bölümünde, dijital vatandaşlık ve bileşenlerine ve konu ilgili literartürel değinilirken, sonraki bölümde, çalışma sonucunda elde edilen önerilere yer verilmektedir.

DİJİTAL VATANDAŞLIK ve TANIMI

Dijital vatandaşlık kendi geçmişi olan eski bir gelenekten ortaya çıkmaktadır. Vatandaşlık geleneksel olarak insanlar ve ulus devlet arasındaki ilişki olarak kavramsallaştırılmaktadır. Sorunlardan kitle iletişim araçları aracılığıyla haberdar olan ve seçim süreçlerine katılmakla yükümlü olan “hayırlı vatandaş” benzetmesine dayanmaktadır. Bireysel çıkarlar, siyasi partilere ve çıkar gruplarına üyelik yoluyla ifade edilmektedir. İnternetin yükselişiyle birlikte sivil, sosyal ve politik yaşama katılma fırsatları artmaktadır. Bu

nedenle dijital vatandaşlık basitçe *"çevrimiçi topluma katılma hakkı"* olarak tanımlanabilmektedir. Dijital vatandaşlığa ilk yaklaşımlar en çok dijital uçurumu kapatmakla ilgilidir: erişim, içerme ve iletişimsel haklar ve özgürlükler bir önceliktir. Bununla birlikte, sosyal medya platformları yaygınlaştıkça, Facebook ve Twitter sivil katılımın araçları haline geldikçe erişim sorununun önemi azalmaktadır. Dijital bağlamda, vatandaşlık neredeyse bir "verili"dir, ancak haber akışlarının şifresini çözmek veya dijital kimlikler oluşturmak gibi bir dizi görev veya eylem içermektedir. Isin ve Ruppert (2020), dönüm noktası niteliğindeki kitabı Being Digital Citizens'da dijital vatandaşların dijital eylemler yoluyla var olduğunu savunmaktadır. Bu basit gibi görünse de, dijital eylemler birden fazla yerel ve küresel bilgi akışını yorumlamayı ve verileştirme çağında bilinmeyen sonuçları tahmin etmeyi içermektedir. Ontolojik olarak vatandaşlık, topluluk, platform veya ulus devlet gibi bireyin ötesindeki bir şeyle olan ilişkimizi işaret etmektedir. Bu şekilde, dijital vatandaşlık sadece yurttaşlık sorumlulukları veya öz sorumlulukla ilgili değil, daha çok dijitalin yeni katılım biçimlerini nasıl kolaylaştırdığıyla ilgilidir. Dijital, farklı kolektivite türlerini açarken, dijital bağlamda bile katılım, marjinalleştirilmiş insanlar için hala bir mücadeledir. Bununla birlikte, dijital platformlar, demokratik siyaset üzerinde önemli bir etkiye sahip sivil katılım biçimlerini kolaylaştırabilir. Pek çok açıdan, bireylerin dijital vatandaşlar olarak nasıl inşa edildiğini teorileştirmek, değişen sivil davranışları ve toplumları yeniden tanımlamaya odaklanmıştır. Dijital, siyasi eylem ve katılım için yeni alanlar açmıştır. Yine de, kurumsallaşmış sosyal medya platformlarının dijital eylemler üzerindeki etkisi ve bu eylemlerin vatandaşlık üzerindeki etkileri karmaşıktır. Dijital altyapıların opaklığı ve algoritmik karar vermeye artan güven, bilgili, ilgili ve aktif bir vatandaş olmanın ne anlama geldiği konusunda kritik zorluklar ortaya çıkarmaktadır. Dijital vatandaşlar, demokratik ifadeleri için ulus devlete daha az güvenmektedir (Pangrazio ve Sefton-Green, 2021).

Günlük yaşamda büyük verinin hızla yaygınlaşmasıyla birlikte ortaya çıkan kritik sorular arasında, büyük miktarlarda kişisel verinin toplanması ve işlenmesi, yeni neoliberal yönetişim ve gözetim biçimlerinin yükselişi arasındaki karmaşık ilişkinin anlaşılması yer almaktadır. Büyük veri kavramı ilk olarak, süper bilgisayarları ve dolayısıyla 'büyük' veriyi gerektiren büyük veri kümelerindeki bilgi konsantrasyonunu anlamlandırmaya başlamak için tanıtılırken, son dönemlerde ilgili terim kullanılmaktadır. Yapay zekâ ve biyoteknoloji teknolojilerindeki önemli gelişmelerle birleştiğinde metrik veri toplama, veri ve vatandaşlık arasındaki ilişki hakkında kritik soruları tetiklemektedir. Bu durum, veri teknolojilerinin vatandaşların gözetlendiği ve yönetildiği araçlar olduğunun giderek daha belirgin hale gelmesi nedeniyle ortaya çıkmaktadır. Veriye dayalı yaşamda vatandaşlar sürekli olarak uymak ve kişisel verilerini sağlamak zorunda kalmaktadır. Bazen bu zorunlu uyum fiziksel yollarla gerçekleşmektedir (örn. havaalanlarındaki yüz tanıma teknolojileri). Diğer zamanlarda, basitçe, otomatik karar vermeye dayanan veriye dayalı ortamlarda hayatlarının giderek daha fazla ortaya çıkması nedeniyle olmaktadır. Yurttaş katılımı için 'davetli alanlar'a ilişkin değerlendirmeler, sıklıkla, kapsayıcılık, müzakere ve halk kontrolü (bazen başka bir deyişle kullanılmaktadır) olmak üzere üç boyuta odaklanmaktadır. İlk boyut, vatandaşların katılmaya uygun olup olmadığı ve bu tür alanların daha önce haklarından mahrum bırakılmış vatandaş gruplarının tercihlerini ve görüşlerini harekete geçirip geçirmemesi olarak ifade edilmektedir. İkinci boyut, müzakeredir, katılımcıların bu alanlarda kendi aralarında nasıl tartışıp karar verdikleri, kendi iradelerini veya yargılarını oluşturup oluşturamayacakları veya yalnızca hükümet yetkilileri tarafından önceden tanımlanmış konularda tercihlerini ifade etmeye davet edilip edilmedikleri ile ilgilidir. Üçüncü boyut, halk kontrolüdür, bu alanlardaki katılımcıların hükümet tarafından alınan kararları etkilemesine ne ölçüde izin verildiği ve bu kararların

vatandaşların yaşamları üzerindeki önemi ile ilgilidir. Davet edilen alanların dijitalleşmesi kapsayıcılık boyutunu çeşitli şekillerde etkileyebilmektedir. Dijital katılımın öncüsü olan e-katılım teknolojileri, daha önce seçimler arasında bağlantısı kesilmiş vatandaşları, örneğin gençler veya küçük çocukları olan ebeveynleri harekete geçirebilmekte ve hükümetler tarafından çok sayıda vatandaşa ulaşmak için kullanılabilmektedir. Bunun yanı sıra, geleneksel kanallardan daha ucuzdur ve daha az zaman gerektirmektedir. Cep telefonlarının ve internet bağlantısının yaygın olarak dağıtıldığı gelişmiş ülkelerdeki vatandaşlar için dijital katılımın önünde çok az maddi/fiziki engel bulunmaktadır. Bununla birlikte çoğu araştırma, dijital katılım süreçlerinin genellikle dijitalde analog süreçlere göre çok daha genç olduğunu göstermektedir. Gelişmiş ülkelerde bu durum, bilgisayarlara veya internete eşit olmayan erişimin bir yansıması değil, insanları çevrimiçi süreçlere ilgi duymaya veya rahat etmeye iten dijital becerilerin eşit olmayan dağılımının bir yansıması olarak ortaya çıkmaktadır. E-katılım teknolojilerinin paradoksal bir etkisi, daha fazla vatandaşı harekete geçirebilmeleri, ancak aynı zamanda mevcut siyasi eşitsizlikleri pekiştirebilmesi olarak belirtilmektedir. Bu sorunların çözülmesi için, dijital ve analog katılım kanallarının birleştirilmesi gerekmektedir. Bu durum, bazen hem dezavantajlı hem de bağlantısız grupları katılımcı süreçlerde harekete geçirmenin faydasını göstermektedir. Çevrimiçi platformlardaki tartışmalar, müzakereci demokrasi teorisi tarafından belirlenen tüm kriterleri karşılamamasına rağmen, vatandaşlar arasındaki müzakereleri siyasi kurumlara bağlamada rol oynayabilmektedir (Legard ve Hovik, 2022).

Dijital iletişim, elektronik bilgi alışverişini ifade etmektedir. Bilginin BİT'ler aracılığı ile hızlı ve büyük kitlere ulaşması devlet-vatandaş iletişiminin dijital ortama aktarılmasına ve sürdürülmesine neden olmaktadır. Dijital iletişim araçları; kısa mesaj gönderme, e-posta kullanma, anlık mesajlaşma, çevrimiçi oyunda yazılı sohbet, video sohbet, blog yazan ve yorum yapan, twitter ve diğer sosyal medya araçlarını kullanımı olarak sınıflandırılmaktadır. Sakallı ve Bahadıroğlu (2018), dijital iletişimde duygu ikonlarının da yerini aldığını ifade etmektedir. Budak (2022), dijital iletişimin ülke imajını şekillendirdiğini belirtmektedir. Örnek olarak, Belediye başkanına ya da belediyeye sosyal medya üzerinden mesaj atarak mahalledeki yolun bozuk olduğunu ve yapılmasını istemek ya da bir kamu görevlisinin sosyal medya üzerinden bazı olaylar ve durumlar ile ilgili görüş bildirmesi ve vatandaşların bu yoruma cevap verebilmesi söylenebilmektedir. Dijital okuryazarlık, sürekli öğrenmeyi gerekli kılan teknoloji ve teknoloji kullanımı hakkında öğretme ve öğrenme süreci olarak ifade edilmektedir. Teknoloji öğrenimi hiç bitmeyen bir süreçtir. Dijital okuryazarlık dijital vatandaşlık içinde belirtilen dokuz faktörün hepsi ile bağlantılıdır. Dijital okuryazarlık zayıf kalır ise dijital vatandaşlık gelişimi istenildiği doğrultuda gerçekleşmemektedir.

Dijital teknolojilerin yükselişi, güvenlik yönetişimini dönüştürmektedir. Dijital yeterlilik, bilgi toplumundaki çok sayıda sorunu ve zorluğu hafifletmeye yardımcı olan bilişsel, tutumsal ve teknik beceriler biçimini almaktadır. Dinamik ve çapraz, dijital yeterlilik, dijital bir vatandaşlık geliştirmede kilit bir yeterlilik ve yaşam boyu öğrenme süreçlerinde çok önemli bir unsur olarak kabul edilmektedir. Dijital yeterlilik, teknolojileri iş, boş zaman ve iletişim için eleştirel ve güvenli bir şekilde kullanma yeteneği olarak ifade edilmektedir. Bilgilerin kurtarılması, değerlendirilmesi, saklanması, üretilmesi, sunulması ve değiş tokuş edilmesinin yanı sıra internet aracılığıyla iletişim kurmak ve iş birliği ağlarına katılmak için bunların kullanılmasını içermektedir. Dijital yeterlilik, 21. yüzyılda öğrenme süreçleri ve katılım için temel olan teknolojinin eleştirel, sorumlu, yaratıcı kullanımını teşvik eden teknoloji, bilgi, multimedya ve iletişim ile ilgili konuları içermektedir. Çeşitli raporlar, çalışmalar ve stratejik planlar, güvenlik ve sorumlu internet kullanımı ile ilgili içeriklerin dahil edilmesi gibi eylemler

yoluyla, özellikle savunmasız gruplarda güvenlikle ilgili sorunların etkilerini azaltmak veya önlemek için bir güven ortamı oluşturmaya yardımcı olmaya çalışmaktadır (Gallego-Arrufat vd., 2019). Dijital güvenlik, güvenliği garanti altına almak için elektronik önlemler alınmasıdır. Dijital etiğinin ana konuları arasında fikri mülkiyet, mahremiyet, güvenlik, aşırı bilgi yüklemesi, dijital bölünme, cinsiyet ayrımcılığı ve sansür yer almaktadır. Bunlar yalnızca evrensel haklar ve ilkeler temelinde değil, aynı zamanda etik inceleme nesneleri olarak kabul edilmektedir. Ayrıca kültürel farklılıklar ve farklı türde teorik temellere ve pratik seçeneklere yol açan tarihsel ve coğrafi tekillikler açısından bu etik araştırma alanı ortaya çıkmaktadır. Dijital etiğin bir diğer önemli konusu, sözde dijital uçurumun sadece internete teknik erişim sorunu olarak değil, insanların kültürel sömürü, homojenleşme tehlikelerinden kaçınarak yeni etkileşimli dijital medyayı kullanarak hayatlarını nasıl daha iyi yönetebilecekleri sorunu olarak düşünülmesi gerektiği olarak ortaya çıkmaktadır. Dijital etik, bilgi ve veriler (üretim, kayıt, düzenleme, işleme, yayma, paylaşma ve kullanım dahil), algoritmalar (AI, yapay aracılar dahil) ile ilgili ahlaki sorunları inceleyen ve değerlendiren etiğin dalı olarak anlaşılmaktadır. Dijital etik, elektronik davranış veya prosedür standartlarını ifade etmektedir. Etik kavramının gelişimi toplum, kültür, yaşam tarzı ve kişilik özelliklerine göre farklılık göstermektedir. Genel kabul gören etik tanımları olsa da etik kavramı herkes için aynı şeyi ifade etmemektedir. Etik kavramının bu doğası etik davranış ilkelerinin tam olarak belirlenmesinde zorluğa neden olmaktadır. Etik kavramının davranış, düşünce ve muhakeme yeteneği olması dijital ortamda tanımlanmasını ve uygulanmasını zorlaştırmaktadır. Bayrak (2017), dijital etik kavramının çeşitli etkenlere göre değiştiğini fakat kavramı belirlemede çeşitli gözlem metotlarının belirleyici olduğunu ifade etmektedir. Çubukçu ve Bayzan (2013), dijital araçları etik kullanmanın doğru kullanmak kadar önemli olduğunu, başkalarının hak ve özgürlüklerine saygılı olunmasının dijital ortamda da önemli olduğunu, kışkırtıcı ve saldırgan yaklaşımlardan kaçınılması gerektiğini ifade etmektedir. Özcan (2021), dijital etiğin insan hayatının günlük yaşamının bir parçası haline geldiğini ve dijital ortamda iyi niyetin devamlılığı için dikkat edilmesi gereken davranış, düşünce biçimleri ve insani değerleri geliştirerek ilerletecek bir sistem olduğunu belirtmektedir.

Dijital haklar ve sorumluluklar, dijital dünyada herkese tanınan özgürlükleri ifade etmektedir. Dijital etik kavramı ile doğrudan ilişkili olan bu faktör kişilerin dijital ortamda birbirlerinin haklarına saygılı olarak sorumluluk sahibi olmaları ile gerçekleşebilmektedir. Günümüz teknolojileri ile bilgi, fotoğraf, video vb. kişisel verilerimiz dijital ortamda yer almakta, kötü niyetle ele geçirilerek kullanılabilmektedir. Bunu engellemenin yollarından biri dijital ortamda hak ve sorumlulukların farkında olmaktır. Dijital haklar, bireylerin bilgisayar ve cep telefonu gibi cihazlarda, sanal ortamlarda ve topluluklarda dijital içeriğe erişmesine, bunları kullanmasına, oluşturmasına ve yayınlamasına olanak sağlayan insani ve yasal hakları belirtmektedir. Dijital vatandaşlık ve dijital okuryazarlıkla karşılaştırıldığında, dijital haklar, yazılım mimarileri ve dijital platformların temelini oluşturan iş modelleri dahil olmak üzere bağlamı keskin bir şekilde ortaya çıkarmaktadır. Dijital haklara odaklanmak, politika yapıcıları, bireylerin çevrimiçi ve çevrimdışıyken aynı haklara sahip olmasını sağlamak için teknolojik ve yasal çerçeveler geliştirmeye teşvik etmektedir. Hak taleplerinin konusu birey olmasına rağmen, dijital haklar dijital okuryazarlıklardan ve dijital vatandaşlıktan farklıdır, çünkü bireyin eylemini desteklemek için kurum ve kuruluşlara güçlü bir güven bulunmaktadır (Pangrazio ve Sefton-Green, 2021). Görmez (2016), dijital hak ve sorumlulukların dijital ortamdaki özgürlükler olduğunu ifade etmektedir. Dijital haklar yönetimi (DHY) terimi, genel olarak, dijital içeriğin uygun şekilde kullanılmasına rehberlik eden bir dizi politika, teknik ve aracı ifade etmektedir. İçerik oluşturucu, esas olarak içeriğe giren temel veriler/bilgiler ile

ilgilenmektedir. Bu durum, belirli formatlara bağlı kalma, farklı medya türlerinin uygun entegrasyonu, kalite geliştirme, olası özel efektlerin eklenmesi ve meta verilerin (bilgilerin) türetilmesi ve eklenmesi açısından daha fazla işlenmesi gereken ham içerik olarak görülebilmektedir.

Sağlık sistemleri, hizmetlerine olan talebin arttığı bir dönemde benzeri görülmemiş finansal kısıtlamalarla karşı karşıya kalmaktadır. Bu kısıtlamaların büyüklüğü, mevcut bakım modellerini geç hastalık yönetiminden önleyici kişiselleştirilmiş sağlığa kadar cesur bir şekilde değiştirmeyi son derece gerekli kılmakta ve her bir hasta ve hizmet kullanıcısına bakım ve desteğin ne zaman, nerede ve nasıl sağlandığına dair büyük bir değişiklik içermektedir. Aslında, en yaygın hastalıkların kısmen insanların günlük yaşamlarında yaptıkları yaşam tarzı seçimlerinden kaynaklandığı veya ağırlaştırdığı genel olarak kabul edilmektedir. Bilgi ve iletişim teknolojisi, yeni sağlık çağının mihenk taşı olmaya çağrılmakta ve insanlara zamanında ve her yerde kişiselleştirilmiş bilgi, destek ve kontrol sağlayarak kendi sağlık ve zindeliklerinin sorumluluğunu üstlenmeleri için onları güçlendirmede çok önemli bir rol oynamaktadır. Dijital sağlık, dijital teknoloji dünyasında fiziksel ve psikolojik iyilik hali olarak ifade edilmektedir. Dijital ortamda bireylerin ifade ettikleri düşünceler ve paylaşımları sonucunda ortaya çıkacak etkiler bireyin sağlığını direk olarak etkileyebilmektedir. Bunun farkında olunması hak ve sorumlulukların bilinmesi ile mümkün olabilmekte. Dijital sağlığın korunması için dijital etik ve dijital hukuk kavramlarının gelişiminin sağlanması gerekmektedir. Dijital Ticaret, kalıcı ilişkiler kurmak, anlamlı değiş tokuşlar oluşturmak ve tekrar iş üretmek için sosyal medya ve mobil dahil olmak üzere çeşitli dijital kanallar aracılığıyla müşterilerle etkileşimin tam bant genişliğini içeren elektronik ticaretin Web 2.0 sürümü olarak ortaya çıkmaktadır. İnternet teknolojisine dayalı yeni iş modellerinin ilk kez ortaya çıktığı, ancak nihayetinde sürdürülemez bir pazar ortamı yarattığı 2000'lerin başında dot.com patlamasıyla doruğa ulaşan web tabanlı ticarette bir hızlanma yaşanmaktadır. Yeni teknolojiler, şirketlerin müşterileriyle yeni bir düzeyde ilişki kurma ve bağlantı kurma yeteneği sağlamaktadır (Riemer vd., 2013). Dijital ticaret, eşya alım satımının dijital ortamda yapılması olarak belirtilmektedir. Dijital ortamda ticaret hayatımıza e-ticaret olarak girmiştir. E-Ticaretin gelişimi dijital ortamda ürün/hizmet alma ya da satma yeterliliğini beraberinde getirmektedir. Dijital ticareti alım/satım ve tüketici hakları çerçevesinde değerlendirmek ve geliştirmek dijital hukukun gelişimine katkı sağlamaktadır.

Farklı tanımlamaları yapılan dijital girişimcilik kavramı, BİT kaynaklı fırsat arayışı, tüm ticaret faaliyetlerinin dijital ortamda yapılması, tüm iş faaliyetlerinin İnternet kullanılarak yapılması, ticaretin dijital dönüşümü veya dijital teknolojiler ile girişimciliğin bir araya gelmesi olarak tanımlanabilmektedir. Yaygın dijitalleşmenin, dijital teknolojinin mümkün kıldığı cihaz, ağ, hizmet ve içerik katmanlarını birleştirerek ürünlerin modüler mimarisini genişleten yeni bir fenomen olan katmanlı modüler mimariye yol açmaktadır. Bu yeni senaryo, işletmelerin gelecekteki yeniliklere nasıl hazırlanacağı konusunda değişiklikleri ortaya çıkarmaktadır. Bu nedenle, dijital bilginin üretimi, değişimi ve tüketimi, dijital yeniliği, yeni girişim yaratmayı ve süreçleri etkilemektedir. Nambisan (2017), yaygın dijitalleşme yarattığını ve ilgili yeni teorilerin bileşenlerinin ne olması gerektiğini ele almaktadır. Göz önünde bulundurulan araştırma yolları arasında, girişimcilik sonuçları ve süreçleri üzerindeki etki de yer almaktadır. Strateji literatürüne dayanan Nambisan (2017), araştırmanın, disiplinler arası fikirleri kucaklayarak ve dijital teknolojilerin organizasyonların yanı sıra sosyal ilişkileri dönüştürmedeki rolünü kabul ederek çoklu ve çapraz düzeyli analizleri içermesi gerektiğini önermektedir. Dijital yenilik üzerindeki etki yeni bilgi sistemi araştırma gündeminin bir parçası

olarak kabul edilirse, o zaman girişimcilik sonuçları ve süreçleri üzerindeki etki, girişimcilik alanında ortaya çıkan dijital teknolojilerin sorunlarından birisi olarak ortaya çıkmaktadır (Sahut vd., 2021). Dijital empati, dijital ortamda başkalarının duygu ve düşüncelerini anlayabilme bilinci ve yeteneğinde olmaktır. Okkay ve Bal (2021), teknoloji tasarımında empatinin temel ilkelerinin kullanılmasının dijital empati olduğunu ifade etmektedir. Dijital empati yapısının önemi, toplumsal iletişim eğilimleri ve teknoloji kullanımının sağlık hizmetleri sunumuyla kesişmesiyle zaman içinde gelişmiştir. Dijital iletişimin güçlü olduğuna ve genellikle başkaları üzerinde istenmeyen etkilere sahip olabileceğine dair hedeflenmiş bir farkındalık, dijital empati geliştirmenin önemli bir unsurudur. Dijital empatinin önemi konusunda farkındalık yaratmak, kursiyerleri uygun şekilde eğitmenin ve onları sürekli değişen teknolojik bir dünyada sağlık hizmetlerinin geleceğine yeterince hazırlamanın ilk adımıdır. Bununla birlikte, tek başına farkındalığı artırmak tüm sorunları çözmeyebilir. Empati eğitiminin özellikle çevrimiçi kısıtlamayı kaldırmanın bilinçaltı etkilerini ele alıp almadığı gibi birkaç soru hâlâ yanıtsızdır. Bu bilinçaltı etkiler araçsaldır ve potansiyel olarak toplumun tamamında genel bir dijital empati eksikliğinin sergilenmesinin başlıca nedenleridir. Yalnızca dijital iletişime uygulanan geleneksel empati eğitiminin yeterli olup olmadığı bilinmemektedir. Başka bir soru da kişinin çevrimiçi disinhibisyonunun (bireylerin çevrimiçi iletişimde, yüz yüze iletişimde hissettikleri kısıtlamaları hissetmeksizin iletişim kurmaları) farkındalığının veya anlayışının bunun olmasını önlemek için yeterli olup olmadığı veya başka psikolojik müdahalelerin gerekli olup olmadığıdır (Terry ve Cain, 2016).

Dijital yaratıcılık, dijital teknolojiler tarafından yönlendirilen tüm biçimlerde ortaya çıkan yaratıcılık olarak tanımlanmaktadır. Yeniliği ve disiplinler arası doğası nedeniyle, dijital yaratıcılık perspektifi ve ana araştırma temaları bugüne kadar hala belirsizdir. Akıllı telefonlar ve gelişmiş dizüstü bilgisayarlar gibi her yerde bulunan iletişim cihazlarının günlük hayatımızın neredeyse her alanına hızla girmesiyle birlikte, dijital yaratıcılığın çeşitli biçimlerini anlama ihtiyacı dikkatleri üzerine çekmektedir. Dijital yaratıcılığın şu anki tanımı "tüm biçimler dijital teknolojilerin yönlendirdiği yaratıcılıktır". Başka bir deyişle, dijital yaratıcılık, çeşitli yaratıcı faaliyetler için dijital cihazlar kullanıldığında ortaya çıkmaktadır. Dijital yaratıcılık, göreceli yeniliği ve hızlı büyümesi nedeniyle dinamik bir araştırma alanıdır. Dijital yaratıcılık, fikirlerin dijital ortamda görünür hale getirilmesi ya da dijital ortama aktarılması olarak ifade edilmektedir. Lee ve Chen (2015), dijital yaratıcılığı geniş anlamda dijital teknolojiler tarafından yönlendirilen tüm yaratıcılık biçimleri olarak tanımaktadır. Hoffmann vd., (2016) ise dijital yaratıcılığın teknik beceri ve bilgi gerektirdiğini belirtmektedir. Dijital yaratıcılığı genel olarak dijital teknolojilerin yönlendirdiği her türlü yaratıcılık olarak tanımlanmaktadır. Dijital yaratıcılık, iş fikirleri ve mevcut sorunlara yönelik çözümler konusunda çok sayıda olumlu sonuç getirebilmektedir. Bununla birlikte, şirketlerin yaratıcı süreçlerine ilişkin çeşitli zorluklar bulunmaktadır (Smailhodžić ve Berberović, 2021). Toplum teknolojik olarak daha gelişmiş hale geldikçe, okul duvarlarının ötesinde öğrencileri etkileyen yeni bir zorbalık türü olan siber zorbalık ortaya çıkmaktadır. Siber zorbalık, onu deneyimleyenler ve deneyimleyenler için kalıcı anılar yaratan benzersiz bir olguyu temsil etmektedir. Siber zorbalığın kanıtı, geleneksel olmayan metodolojiler (örneğin, kısa mesaj, sosyal Web siteleri) aracılığıyla ortaya çıkmakta ve sonuç olarak, bireyin benlik algısını bozabilmekte ve akranlarıyla olan ilişkilerini engelleyebilmektedir. Dijital saldırganlık, dijital ortamda bir kişi ya da kuruma ait fotoğraf, yorum, bilgi vb. bir paylaşıma karşı etik ve hukuk kurallarına aykırı hareket etmektir. Dijital saldırganlık dijital ortamda en sık nefret söylemi olarak ortaya çıkmaktadır. Belli bir kişi ya da grup hedef alınabileceği gibi bir kültür ya da ülke de hedef alınabilir. Dijital saldırganlık dijital

hak ve sorumlulukların farkında olduğu halde, dijital empati yapılmayarak dijital etik kurallara uyulmamasıdır.

LİTERATÜR

Dijital vatandaşlık ile ilgili literatür incelendiğinde çalışmaların Ribble, (2012) yöntemi temel alınarak yapıldığı gözlemlenmektedir. Bu yöntemde; dijital katılım, dijital ticaret, dijital iletişim, dijital okuryazarlık, dijital etik, dijital hukuk, dijital haklar, dijital sağlık ve dijital güvenlik faktörleri ele alınmaktadır. Teknoloji ve kullanımı hakkında bilgi sahibi olunmasını gösteren dijital okuryazarlık, dijital vatandaşların teknoloji kullanımı için ortaya koydukları davranış biçimlerinin şekillenmesinde etkisi olmaktadır. Teknoloji, bilgi yükleme-indirme-bulma ve bilgiye erişme sürecini kolaylaştırdığından, İnternet üzerinde bulunan bilgilerin yasal ve yasadışı kullanımının farkındalığının yanı sıra dijital hukuk; dijital vatandaşlar için teknoloji ile ilgili eylemler için elektronik sorumluluğu ifade etmekte ve şekillenmektedir. Dijital hak ve sorumluluklar, dijital dünyada dijital vatandaşlara/tüm kullanıcılara tanınan gereklilikler ve özgürlükleri ifade eden dijital haklar ve sorumluluklar; dijital vatandaşların bulundukları ortam ve hayatları üzerinde etkili olmaktadır. Yanlış bilgi paylaşımı neticesinde yanlış yönlendirmelerden dolayı ortaya çıkabilecek yasadışı durumları önleyen dijital iletişim; dijital vatandaşlar arasında elektronik bilgi alışverişi ve öğrenme sürecini sağlamaktadır. Dijital vatandaşlara verileri, dosyaları ve yazılımları korumayı sağlayan dijital güvenlik; bulunulan ortamlarda güvenliği sağlanması ve elektronik önlemler alınması üzerinde etkili olmaktadır. Malların elektronik olarak alınıp satılmasını ve akıllı tüketimi ifade eden dijital ticaret; ekonominin canlandırılması üzerinde etkili olmaktadır. Toplumun tam elektronik katılımı ve iletişimi olarak ortaya çıkan dijital katılım ve elektronik davranış veya prosedür standartlarını gösteren dijital etik, dijital vatandaşların teknolojinin kullanım biçiminin uygunluğunu sorgulamaktadır. Dijital teknolojinin fiziksel ve psikolojik iyi oluşu olan dijital sağlık; İnternet bağımlılığı ve davranış biçimleri üzerinde etkili olmaktadır. Mossberger vd., (2008), dijital vatandaşların teknolojiyi sıklıkla kullanan, teknolojiyi vatandaşlık görevlerini yerine getirmek ve iş yerinde ekonomik kazanç sağlamak için kullanan kişiler olduklarını; Robles (2009), siyasal veya sosyal haklarının tamamını veya bir kısmını internet üzerinden, bağımsız olarak veya sanal bir topluluğa üyeliği yoluyla kullanan, başka bir topluluğa veya devlete ait olan veya olmayan kişiler, vatandaşlar olduklarını; Ohler (2011), ise dijital çağ için karakter eğitimi alan kişiler olduklarını ifade etmektedir. Richards (2010), dijital vatandaşlığın teknoloji ile öğrenmeye yönelik iyi bir tutumun sürdürülmesi olduğunu ifade ederken, 21. yüzyıl için dijital vatandaşlık hedeflerini; eğitmek, güçlendirmek ve korumak olarak açıklayan Avrupa Konseyi (2011), dijital vatandaşlığın teknolojiyi yetkin bir şekilde kullanma yeteneği olduğunu ifade etmektedir. Çubukçu ve Bayzan (2013), tüm dünyada dijital teknoloji kullanımının olması nedeniyle dijital vatandaşların eşit hak ve sorumluluklara sahip olabileceğini ifade etmektedir. İşman ve Güngören (2014), dijital vatandaşlık kavramını İnternetin düzenli ve etkin şekilde kullanılması olarak tanımlarken; Choi (2016), dijital vatandaşlığı "İnternetin güvenli ve sorumlu kullanımını gerektiren bir etik olarak; İnternete erişim imkânı, İnternet hizmetlerini kullanmak için gereken bilgi ve beceriler ve çevrim içi içeriğin güvenilirliği ve kalitesinin eleştirel değerlendirmesi ile ilgili dijital okuryazarlık olarak; mikro ve makro düzeylerde katılım olarak ve kritik bir direniş olarak" dört kavram altında tanımlamaktadır. Babović vd., (2017), birey ve topluluk arasında sanal/dijital alanda somutlaşan yeni bir bağlantı türü ve geleneksel vatandaşlık uygulamalarına bir ek ve bir uzantı olarak tanımlamaktadır. Hintz vd., (2017) dijital vatandaşlığın kısmen yasalarla kısmen de veri toplama ve analiz etme yoluyla inşa edildiğini belirterek, dijital vatandaşlığın teknolojik, politik ve sosyal bağlamlara bağlı

olduğunu ve vatandaşların İnternet'e güvenerek hareket edip etkileşimde bulunduklarını bu yüzden altyapının dijital vatandaşlık fırsatlarını arttırabilir ya da azaltabilir bir unsur olduğunu ifade etmektedirler. Emejulu ve McGregor (2019), dijital vatandaşlığı, sosyal adalete bağlı bireylerin, grupların alternatif ve özgürleştirici teknolojiler ve teknolojik uygulamalar inşa etmek için bilinçli olarak harekete geçtiği bir süreç olarak tanımlamaktadırlar. Council of Europe (2022), dijital vatandaşın yaşam boyu öğrenme sürecine dahil olan, sürekli olarak insan haklarını ve onurunu savunmaya kararlı ve yaşam boyu öğrenen bireyler olduğunu ifade etmektedir. Konsey dijital vatandaşlığın, "erişim ve dahil etme, öğrenme ve yaratıcılık, medya ve bilgi okuryazarlığını kapsayan çevrimiçi alan", "etik ve empati, sağlık ve esenlik, e-varlık ve iletişimi kapsayan çevrimiçi refah" ve "dijital bağlamda karmaşık ve çeşitli toplumlardaki vatandaşların hakları ve sorumluluklarıyla ilgili dört yeterliliği ifade etmektedir: Aktif katılım, haklar ve sorumluluklar, gizlilik ve güvenlik, tüketici farkındalığını kapsayan çevrimiçi haklar" olmak üzere üç kümeye ayrılan toplamda"10 dijital alan"dan oluştuğunu ifade etmektedir. Metin ve Cin (2021), geleneksel vatandaşlık anlayışı ile dijital vatandaşlığı ayırmamak gerektiğini ifade ederek, sosyal bilgiler öğretmen adayları için bir yeterlilik ölçeği geliştirmektedir. Öztürk (2021), dijital vatandaşlık ile ilgili araştırmaların kavramsal ve yöntemsel eğilimlerinin eksik olduğunu belirtmektedir. Avcı vd., (2021), dijital vatandaşlık algısının belirlenmesi ile ilgili eksiklikleri ortaya koymaktadır. Koç ve Koç (2021), dijital vatandaşlığı dokuz unsur çerçevesinde değerlendirerek Türkiye'de dijital vatandaşlık ve dijital medya okuryazarlığının ön plana çıkartılması gerektiğini vurgulamaktadır. Çatlı ve Keskin (2021) ise, dijital vatandaşlık ile ilgili hukuki düzenlemelerin yapılmasını vurgulamaktadır. Boschele (2021), teknoloji tarafından yönetilecek dijital vatandaşlar ile politika ilişkisini ifade etmektedir. Karakuş ve Turan (2022), siber zorbalık ve dijital vatandaşlık arasında anlamlı bir ilişki tespit etmektedir.

SONUÇ VE ÖNERİLER

Modern toplumda yeni vatandaşlık biçimleri küreselleşme, çok kültürlülük ve dijitalleşme bağlamında şekillenmektedir. Toplumun ve kültürün dijitalleşmesi, yalnızca coğrafi bölgesel birimler içinde değil, vatandaşlar için aynı zamanda çok sayıda (dijital) topluluğu içeren dijital alanda da etkileşimi gerçekleştirmektedir. Dijital devlete geçişte, internet aracılığıyla aktif katılımı ifade eden dijital vatandaşlığın kavramsal olarak sınırlarının çizilmesi gerçekleştirilecek olan araştırmalara bağlı olmaktadır. Teknoloji kullanımına ilişkin uygun ve sorumlu davranış normlarını içinde barındıran dijital vatandaşlık; a) dijital katılım, b) dijital ticaret, c) dijital iletişim, d) dijital okuryazarlık, e) dijital etik, f) dijital hukuk, g) dijital haklar, h) dijital sağlık ve zindelik ve i) dijital güvenlik olmak üzere dokuz unsuru içinde barındırmakta ve bu tanımlama 2007 yılından günümüze kadar aynı şekilde ele alınmaktadır. Dijital vatandaşlık kavramı teknolojinin gelişmesine bağlı olarak kavramsal bir boşluğu içinde barındırdığından tanımı net olarak yapılamamaktadır. İnterneti günlük ve etkin bir şekilde kullanan kişi olarak kabul edilen dijital vatandaşlıkta eğitimin nasıl olması gerekliliği sorunsalı ön plana çıkmaktadır. Fakat dijital vatandaşlık yönetim modeli olmaması ile birlikte yönetim ve organizasyon boyutunun ihmal edilmesi dijital vatandaşlık eğitimi ile ilgili sorunun da çözülmesini engellemektedir. Dijital vatandaşlığın dijital devlet için geliştirilmesi ve desteklenmesine yönelik araştırmalar devam etmektedir. Çalışma kapsamında, dijital vatandaşlık tutumlarının belirlenmesiyle literatürde daha önce değinilmeyen dijital yaratıcılık, dijital girişimcilik, dijital empati ve dijital saldırganlık faktörlerinin de dijital vatandaşlık kavramına dahil edilmesiyle dijital vatandaşlık ve bileşenlerinde kavramsal, bütünleyici, kapsayıcı bir tanımlama yapılması amaçlanmaktadır. Dijital vatandaşlık, dijital kamu

hizmetlerine erişmek ve kamu kurumları ile iletişim kurmak, dijital içerik oluşturmak, kullanmak ve yaymak amacıyla dijital teknolojilerin etkin ve verimli bir şekilde kullanılması olarak ifade edilmektedir. İnternet güvenliği ve iletişimi, siber zorbalık ve etik kurallar, dijital okuryazarlık ve dijital ayak izi ile ilgili bireylere gelişim fırsatı sunan dijital vatandaşlık, dijital devlet için demokratik katılımın yüksek olduğu sürdürülebilir refah devleti olma yolundaki önemli adımlardan biri olmaktadır. Günümüzde, dijital vatandaşlık ile ilgili çalışmalarda sadece dijital vatandaşlık eğitimine yönelik içerik oluşturmaya odaklanılmaktadır. Bununla birlikte, dijital vatandaşlığın yönetim ve organizasyon yapısının belirlenmemiş olması kurgulanan eğitim modelinin hem eksik kalarak hem de ortaya çıkan zorlukların belirlenmesini engelleyerek başarıya ulaşmasını sekteye uğratmaktadır. Çalışmanın dijital vatandaşlık yönetim modeli nasıl kurgulanması ve algı ve yeterliliklerin doğru tespiti için dijital vatandaşlık ölçeğinin nasıl oluşturulması gerekliliğine yönelik sorulara cevap(lar) aranması durumunda, gelecekte yapılması muhtemel çalışmalara katkıda bulunacağı beklenmektedir.

Kaynakça

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Takıntılı Tutkulu Liderlik ve Öz-Yeterlik İlişkisinde Duygusal Tükenmişliğin Rolü

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ÖZET

Bu çalışma, liderlik tutkusu kavramına değinerek liderliğin doğasına ilişkin anlayışımızı geliştirmeye odaklanmıştır. Liderliğe yönelik takıntılı tutku liderlik faaliyetlerine dâhil olmaya yönelik katı, yoğun ve aralıksız bir ihtiyacı yansıtır. Buradan hareketle çalışma takıntılı tutkulu liderlik ve öz-yeterlik arasındaki ilişkiye odaklanarak bu ilişkide duygusal tükenmişliğin düzenleyici rolünü ortaya koymayı amaçlamıştır. İzmir Atatürk Organize Sanayi bölgesinde ana metal sanayi sektöründe faaliyet gösteren işletme üst düzey yöneticisi 321 kişiden elde edilen verilerin SmartPLS ile analizi sonucunda, takıntılı tutkulu liderliğin öz-yeterlik üzerindeki negatif etkisi belirlenerek bu ilişkide duygusal tükenmişliğin düzenleyici etkisi olduğu ortaya konmuştur. Çalışma, takıntılı tutkulu liderliğin önemli etkilerini doğrulamaktadır. Araştırma bulguları örgütsel ortamda faaliyet gösteren yöneticilerin İkili Tutku Modeli ile doğru orantılı şekilde liderlik davranışlarını sergilerken ayrıca takıntılı tutku boyutunun negatif kişilik özelliklerini sergilediklerini göstermektedir. Bu sonuç literatürde yeni olan takıntılı tutkulu liderlik kavramının örgütsel etkilerini ortaya koyarak negatif sonuçları doğrultusunda literatüre katkı sağlamaktadır. Mevcut bulgulara dayanarak, gelecekteki çalışmalar için takıntılı tutkulu liderlik kavramının örgüt yaşamındaki farklı kavramlarla ilişkisi üzerine tavsiyelerde bulunulmuştur.
Anahtar Kelimeler: Takıntılı tutkulu liderlik, Öz-yeterlik, Duygusal tükenmişlik.

The Role of Emotional Burnout in the Relationship between Obsessive Passionate Leadership and Self-Efficacy

ABSTRACT

This study focuses on improving our understanding of the nature of leadership by addressing the concept of leadership passion. An obsessive passion for leadership reflects a strict, intense, and unremitting need to be involved in leadership activities. From this point of view, the study aimed to reveal the moderator role of emotional burnout in this relationship by focusing on the relationship between obsessive passionate leadership and self-efficacy. As a result of the analysis of the data obtained from 321 business executives operating in the basic metal industry sector in İzmir Atatürk Organized Industrial Zone with SmartPLS, the negative effect of obsessive passionate leadership on self-efficacy was determined and it was revealed that emotional burnout had a moderating effect in this relationship. The study confirms the important effects of obsessive passionate leadership. Research findings show that managers operating in the organizational environment exhibit leadership behaviors in direct proportion to the Dual Passion Model, and that the obsessive passion dimension suggested by the model has negative personality traits. This result contributes to the literature in line with its negative results by revealing the organizational effects of the concept of obsessive passionate leadership, which is new in the literature. Based on the current findings, recommendations are made for future studies on the relationship of the concept of obsessive passionate leadership with different concepts in organizational life.
Keywords: Obsessive passionate leadership, Self-efficacy, Emotional burnout.

GİRİŞ

Liderlik doğası gereği zor durum ve koşullarla mücadele etmeyi gerektirir. Aynı zamanda liderler, hem takipçilerini hem de organizasyon içindeki örgütsel talepleri karşılamak için büyük bir enerji sarf ederler (Northouse, 2014). Liderler üzerinde itici bir güç olarak gösterilen ve liderler için motivasyon kaynağı olan tüm bu faaliyetlere yönelik duyulan tutku önem arz etmektedir. Vallerand ve diğerleri (2003) tarafından tanıtılan İkili Tutku Modeli son yıllarda gündemde olan bir kavram olarak ortaya çıkmaktadır. Bu kavram girişimcilik alanında (Cardon, 2005; Cardon vd., 2009) olduğu kadar iş odaklı alanlarda da (Chen vd., 2009; Baum ve Locke, 2004) ele alınmıştır. Aynı zamanda İkili Tutku Modeline (Vallerand vd., 2003) dayalı takıntılı ve uyumlu tutkulu liderlik literatürüne de uyarlanmıştır (Trivisonno, 2020).

Liderlik tutkusu, "kişinin sevdiği, değer verdiği, düzenli olarak zaman ve enerji harcadığı ve kimliğinin bir parçası olduğu liderliğe katılmaya yönelik güçlü bir eğilim" olarak tanımlanır (Trivisonno, 2020: 2). Bu kavram, Vallerand tarafından ikili yapısından dolayı takıntılı ve uyumlu tutku olmak üzere iki tür tutku olarak ortaya konmuştur (Vallerand vd., 2003; Vallerand vd., 2019). Tutku sadece bir duygu olarak değil aynı zamanda önemli bir motivasyon kaynağı olarak görülmektedir (Vallerand vd., 2003). Motivasyon, liderler için uzun vadeli başarıda kritik bir rol oynar. Liderler hem örgütsel amaçların gerçekleştirilmesinde hem de takipçilerinin ihtiyaçlarını karşılayarak örgütün etkin bir şekilde işlemesini sağlamak için çok zaman harcarlar. Bu noktada tutku liderin ihtiyaç duyduğu itici güç ve motivasyon olarak devreye girmektedir.

Örgüt ortamında liderlerin davranışları ve bu davranışlara yol açan nedenler liderliğin doğasını anlamak açısından her zaman önemini korumuştur. Başarı ve başarısızlık serüvenlerindeki eksik parçaları anlamlaştırmak için yoğun ampirik çabalar sarf edilmektedir. Bu bağlamda, liderlik tutkusu bu boşluğu dolduracak yeni bilgiler sunmaktadır.

Tutku örgütsel ortamda yeni bir kavram olarak ortaya çıkarken özellikle liderlik literatüründe de yerini almıştır. Pek çok liderlik davranışını açıklamada ve yorumlamada bu kavram daha önce açıklanamayan pek çok davranışı yorumlamak için yol gösterici olacaktır. Bu bakımdan konunun önemli olduğuna inanılmaktadır. Bu amaçla bu çalışmada, tutku kavramına yer verilerek takıntılı tutkulu liderlik şekli üzerinde durulacak ve takıntılı tutku kavramının örgütsel yaşamda öz-yeterlik üzerindeki etkileri ortaya konulacaktır. Bu ilişkiler açıklanırken tükenmişliğin bu ilişki üzerindeki etkisi de ortaya konmaya çalışılacaktır.

1. TUTKU KAVRAMI

Tutkunun örgüt ortamındaki tanımları kavramın motive edici özelliğine odaklanmaktadır. Örneğin tutku kimlik (Frijda vd., 1991), yenilik katalizörü (Amabile, 2001), başarı (Frijda vd., 1991; Vallerand vd., 2007), ilgi (Gagne, 2007), çalışma sevgisi (Baum ve Locke, 2004) ve girişimcilik alanında bireyin kimliğine özgü içsel bir motivasyon (Cardon vd., 2005; Chen vd., 2015) özelliği olarak görülmektedir. Bu özellik bir kişilik özelliği olarak kabul edilirken (Cardon vd., 2005; Baum vd., 2001) aynı zamanda tüm bireylerde ortak bir başarı deneyimi olarak görülmektedir (Trivisonno, 2020: 10). Öte yandan, amaca özgü ve amaca yöneliktir (Vallerand vd., 2003; Cardon vd., 2005). Örneğin, girişimcilik üzerine yapılan araştırmalar, tutkunun bireyleri beklenen kapasitelerinin üzerinde performans göstermeye yönlendiren duygusal bir enerji olduğunu göstermektedir (Vallerand vd., 2003; Murnieks vd., 2014).

Vallerand (Vallerand vd., 2007) tutku üzerine yaptığı çalışmasında tutkunun iki farklı yönünü ortaya koyan İkili Tutku Modelini sunmuştur: takıntılı ve uyumlu tutku. Bu modele dayanarak liderlik bağlamında ikili bir liderlik modeli sunulmuştur. Uyumlu tutkulu liderlik liderlik faaliyetlerine yönelik güçlü, kontrol edilebilir bir arzuyu yansıtır ve aktivite katılımı esnek kabul edilir. Takıntılı tutkulu liderlik ise, liderliğe katılmak için güçlü ve katı bir ısrar durumunu ifade eder (Trivisonno, 2020: 11).

Örgüt ortamında tutkunun çıktıları üzerine yapılan çalışmalar oldukça ilgi çekmiştir. Örneğin, tutkunun karar verme üzerindeki etkileri (Chen vd., 2009), başarı (Lafrenière vd., 2011), performans (Bonneville-Roussy vd., 2011), tükenmişlik (Vallerand vd, 2010), motivasyon (Frijda vd., 1991) ve girişimcilik (Cardon vd, 2009) gibi pek çok alanda etkileri ortaya konmuştur. Ayrıca liderlerin işe yönelik tutkusunun doğrudan ve dönüşümcü liderlik aracılığıyla lider etkinliği üzerinde pozitif etkilerinin olduğu belirtilmiştir (Tan vd., 2011).

Takıntılı tutku olumsuz bireysel ve örgütsel çıktılarla ilişkilendirilmiştir: iş-aile çatışması ve düşük aile yaşam doyumu (Gillet vd., 2022), gerginlik ve sosyal yalnızlık (Bayraktar vd., 2022), negatif duygulanım, ruminasyon ve bazı pozitif sonuçlardan zindelik (Curran, vd., 2015), katı ısrar (Lalande vd., 2017), depresyon ve işten ayrılma niyeti (Houlfort, 2013) gibi. Liderlikte tutku boyutlarının araştırıldığı çalışmalarda Trivisonno (2020) her iki tutku türünü içeren liderlik tutkusuna yönelik geliştirdiği ölçek ile liderliğe yönelik uyumlu tutkunun daha yüksek dönüşümcü liderlik seviyelerine yol açtığını belirtmiştir. Ayrıca liderlerin tutkusunun çalışanlara duygusal bulaşma yoluyla aktarıldığı ve çalışanların iş tutkusunu teşvik etmek için bir potansiyel oluşturduğu belirtilmektedir (Li vd., 2017).

Özetle tutku, bireyleri önemli buldukları ve değer verdikleri bir aktiviteyi başlatmaya, sürdürmeye veya bu aktivitede sebat etmeye iten ve bağlamlar genelinde çeşitli sonuçları etkileyen duygusal bir enerjiyi yansıtır. Örgütsel pek çok sonucu etkileyebileceği gibi bireysel ve özelliklede liderlik literatüründe bazı etkileri ile varlığından söz ettirmiştir. Ancak liderlik kavramı ile ilgili araştırmalar henüz çok yenidir. Bu sebeple çalışmalar sınırlı bilgi sağlamakta ve kavramla ilgili daha fazla çalışmaya ihtiyaç duyulmaktadır.

2. İKİLİ TUTKU MODELİ VE TAKINTILI TUTKULU LİDERLİK

Vallerand ve diğerlerine (2003; Vallerand, 2015) göre tutku, kişinin sevdiği, anlamlı bulduğu, sürekli zaman ve enerji harcadığı ve kişinin kimliğinin merkezinde yer alan belirli bir faaliyete, nesneye, kişiye veya olaya yönelik güçlü bir duyguyu ifade eder. Tutku amaçlıdır ve motive edici bir güce sahiptir (Vallerand, 2015). Vallerand'ın (Vallerand vd., 2003; 2007) ortaya koyduğu İkili Tutku Modeli, Öz-Belirleme Teorisine (Deci ve Ryan, 1985) dayanır. Nesne ya da etkinliğe yönelik ilgi ise kişisel gelişim sürecine dayalıdır. Ryan ve Deci'nin (2000) öz belirleme teorisi, bireylerin temel psikolojik ihtiyaçları karşılama sürecinde bazı faaliyetlere yönelik tutku geliştirebileceğini ileri sürer. Bu teoriye dayanan İkili Tutku Modeli (Vallerand vd., 2003), tutkunun ilk gelişiminin aktivite seçimi, aktivite değerlemesi ve aktivite temsilinin kişinin kimliğinde içselleştirilmesi süreci aracılığıyla gerçekleştiğini savunur. Öz-belirleme kuramının tanımladığı gibi, insanlar etkinliklerin temsillerini benliklerinde içselleştirme ve bunları kendi tanımlarına dahil etme eğiliminde olup, bu etkinliklerin oldukça anlamlı olduğunu öne sürmektedirler (Deci vd., 1994). Kişinin kimliği için etkinliğin anlamı ne kadar yüksekse, etkinlik o kadar içselleştirilecek ve tutku da o kadar gelişecektir. Bu nedenle aktivite değerlemesi tutkunun büyümesini tetikleyen yoğunluk derecesini yansıtır (Vallerand, 2010). Böyle bir durumda, faaliyetle ilgili davranışa yönelik değerler, tutumlar ve düzenleyici yapılar bireyin kimliğinde içselleştirilecektir. Bu içselleştirme süreci kontrollü veya özerk bir şekilde gerçekleşebilir (Deci vd., 1994; Ryan ve Deci, 2000; Vallerand, 1997) ve bu gelişecek tutkunun doğasını belirlemektedir. Otonom bir içselleştirilme uyumlu tutkunun gelişimini teşvik ederken, kontrollü bir içselleştirmenin takıntılı tutkuyla sonuçlanacağı varsayılır. Buradaki

önemli nokta, uyumlu tutkunun sağlıklı uyum ve içselleştirme ile ilgili olduğu, Takıntılı tutkunun ise olumsuz duygulara ve katı ısrara neden olduğudur (Vallerand vd., 2003).

Uyumlu tutku (UT), daha olumlu bireysel ve örgütsel sonuçlarla ilişkilendirilirken, takıntılı tutku (TT) daha olumsuz sonuçlarla ilişkilendirilir. TT, aktiviteye katılma baskısı nedeniyle birey üzerinde psikolojik baskı ve gerilim yaratır ve aktiviteye katılım sürecinde birey aktiviteden ve hayattan zevk alamaz hale gelir ve algılanan stres ile pozitif olarak ilişkilidir (Tomkins vd., 2019). TTnin bireysel görev ve başarı için daha zor bir ortam yarattığı söylenebilir. Sonuca yönelik, stresin bireysel iyi-olma hali ve nihayetinde görev üzerinde olumsuz sonuçlara yol açması beklenir.

Liderlik bağlamında, her iki tutku türü de liderlik faaliyetleri içindir ve uyumlu liderlik tutkusu, güçlü ama kontrol edilebilir bir arzu ile ilgiliyken, takıntılı tutkulu liderlik, güçlü ve kontrol edilemez bir arzu ve dürtü ile ilgilidir (Trivisonno, 2020: 15). UT doğası gereği bireyi seçtiği aktiviteye katılmaya zorlamaz, bu nedenle birey gönüllü katılımı sağlar. Bu, liderlikle ilgili faaliyetlere katılmak için de gereklidir. Bireye liderlikle ilgili faaliyetin hangisinde ve ne zaman katılacağı konusunda esneklik sağlar (Trivisonno, 2020: 16). Ancak takıntılı tutkulu liderlik (TTL) için tam tersini söylemek mümkündür.

Uyumlu tutkulu liderler, hedeflerinde sevdikleri faaliyeti sürdürebilir ve sonunda etkinlik "kimliklerinin önemli ama ezici olmayan bir parçası" olduğu için onu terk edebilirler. Böylece UT, liderin faaliyetlerinin diğer yönlerine müdahale etmez ve liderlik faaliyetlerinin gerçekleştirilmesinde bir denge yaratır. Buna karşılık, takıntılı derecede tutkulu liderlerde benlik saygısı ve kimlik oluşumu, faaliyet performanslarına atfedilir (bağlantılıdır), böylece faaliyeti içselleştirmenin birçok sonucu oluşur. Lider, hedef faaliyetten ayrılma konusunda esnek olamaz ve bu durum hedef faaliyet dışındaki diğer faaliyetlerin kısıtlanması veya engellenmesi ile sonuçlanabilir. Böylece liderin hayatında ve faaliyetlerinde dengesizliğe ve bazı faaliyetlerde performansının düşmesi olasılığı artar.

Özetle, liderlik sürecinde takıntılı tutku İkili Tutku Modeli (Vallerand vd., 2003) doğrultusunda varlık gösterir ve faaliyetin kimlikte içselleştirilme derecesine göre sonuçlar ortaya koyar. Bu açıdan liderlik faaliyetleri bireyin tutku durumundaki duygusal durumu ve faaliyetin kontrol edilme olasılığından etkilenmektedir.

3. ÖZ YETERLİK

Öz-yeterlik, "*belirli alanda bir başarıları elde etmek için gerekli eylemleri organize etme ve yürütme konusunda kişinin yeteneklerine olan inançları*" olarak tanımlanmaktadır (Bandura, 1977). Öz yeterlik düzeyinin bir görevin başlatılıp başlatılmayacağını, harcanacak çaba miktarını ve engeller ve istenmeyen deneyimlerle karşılaşıldığında görevi tamamlamak için gerekli ısrar düzeyinin belirlenmesi için kullanılabileceği belirtilmiştir. Düşük bir öz-yeterlik duygusuna sahip olan birey çabası karşılığında başarı olsa dahi bir işe başlamaktan kendisini alı koyabilmektedir. Diğer taraftan yüksek düzeyde öz-yeterlik inancını elde eden bireyin sonraki tüm girişimlerinde daha fazla çaba harcamak için motive olacağı belirtilmektedir. Bu çabanın altında yatan duygu ise bireyin durumu kontrol edebileceği hissidir (Conyers vd, 1988).

Öz yeterlik çok boyutlu bir yapıdadır: alana özgü ve bağlama özgü. Birey belirli bir alanda yüksek yeterlik duygusuna sahip ise, başka bir alanda benzer bir düzeye sahip olmayacağı anlamına gelmektedir. Ya da aynı alan içinde çeşitli bağlamlarda ortaya çıkan farklı düzeylerde öz-yeterlik inançları olabilir. Öz-yeterlik teorisi, bireylerin kendi yeterliklerini değerlendirmek

için performans başarılarından, dolaylı deneyimlerden, ikna biçimlerinden ve fizyolojik göstergelerden bilgi edindiklerini varsayar. Burada geçmiş başarılar yeterliliği artırırken ve başarısızlık düşürmektedir. Ancak bir kez güçlü bir yeterlik duygusu geliştirildiğinde başarısızlığın fazla bir etkisi olmayabilir (Bandura, 1986). Yeterlik değerlendirmesi, kişilerin algılanan yetenekleri, görevin zorluğu, harcanan çaba miktarı, alınan dış yardım miktarı, başarı ve başarısızlıkların sayı ve şekli, bu durumlara yatkınlığı gibi kişisel ve durumsal faktörlerin katkılarını tarttığı ve birleştirdiği çıkarımsal bir süreçtir (Schunk, 1989).

Bandura (1997), öz-yeterliğin davranış üzerinde güçlü bir etkisi olduğunu belirtmektedir. Bunun için yeterli beceri, olumlu sonuç beklentileri ve kişisel olarak değerli sonuçlar mevcudiyetinde öz yeterliliğin birçok insan davranışının seçimini ve yönünü etkilediği varsayılır (Bandura, 1989). Öz yeterliğin kaynağında bireyin kabiliyetine inancı, kendi performansı ile diğerlerini karşılaştırması sonucu çıkan tablo, güçlü kaynaklardan sözlü teşvikler ve son olarak da bireyin psikolojik ve fizyolojik durumu belirtilmektedir. Sonucunda ise bilişsel süreçleri, motivasyonel süreçleri, duygusal süreçleri ve faaliyetler arasında başarı gösterebilecekleri faaliyeti belirleme ve seçme sürecini etkileyebileceği belirtilmiştir (Bandura, 1997).

4. DUYGUSAL TÜKENMİŞLİK

Tükenmişlik, "*stres, düşük aktivite ve üretkenlik, düşük motivasyonun eşlik ettiği işle ilgili kalıcı negatif bir zihin durumu ve duygusal tükenme*"dir (Schaufeli ve Enzmann, 1998: 36). Tükenmişlik iş ortamında yaşanan bir stres türüdür. Bireyin iyilik hali üzerinde doğrudan etkileri olan ve hem psikolojik hem de fiziksel etkileri olan olumsuz bir durumdur (Schaufeli ve Buunk, 2004). Birey iş ortamında mücadele etmeyi gerektiren birçok olumsuz koşul ve şartlara karşı zihinsel bir savunma mekanizması geliştirir ve uzun süreli mücadeleler genellikle tükenmişlik sendromu ile sonuçlanır. Sürecin uzaması, bireyin esneklik kaynaklarının tükenmesine, yıpranmasına ve duygusal olarak savunmasız hale gelmesine neden olur. Böylece bireyin motivasyonu ve üretkenliği azalır (Schaufeli ve Enzmann, 1998). Maslach ve diğerleri (1996) tükenmişliğin 3 farklı boyutunu ortaya koymaktadır: duygusal tükenme, duyarsızlaşma ve kişisel başarı eksikliğidir.

Duygusal tükenmişlik tükenmişliği en net biçimde temsil eden boyuttur (Baba vd., 1998; Maslach ve Goldberg, 1998). Duygusal tükenme, aşırı iş, kişisel talepler ve stresin birikmesi ile meydana gelen duygusal yıpranma halinin kalıcı halidir (Wright ve Cropanzano, 1998). Bu durum kişilerarası ilişkilerin yoğun olması nedeni ile bireyde meydana gelen zihinsel ve duygusal tükenme olarak da ifade edilmektedir (Gemlik vd., 2010). Duygusal tükenme genellikle beraberinde fiziksel yorgunluğu getirir ve bireyde canlılık eksikliği, uyku sorunu, irrasyonel öfke, ilgisizlik, aile sorunları, korku duygusu, artan sinizm veya karamsarlık ve içki içmede artış gibi negatif duygusal ve davranışsal tepkiler görülmektedir (Cafasso, 2019; Lloyd ve King, 2004). Yaşanabilecek en kötü sonuç ise, duygusal tükenmişlik yüklü bireyin organizasyondan ayrılma hatta kaçma eğilimidir (Khan vd., 2014). İş tükenmişliği, kötü sonuçlar açısından yüksek maliyeti nedeniyle işletmeler için bir zorluk olmaya devam etmektedir (Halbesleben ve Buckley, 2004).

5. DEĞİŞKENLER ARASINDAKİ İLİŞKİLER

5.1. Takıntılı Tutkulu Liderlik ve Öz-Yeterlik İlişkisi

Murnieks ve diğerleri (2014), girişimciler üzerinde yaptığı çalışmada uyumlu tutkunun öz-yeterlik ile pozitif ilişkili olduğunu bulmuştur. Dalborg ve Wincent (2015) ise yine girişimciler üzerine yaptıkları çalışmada fırsat arayışındaki girişimcilerin öz-yeterlik aracılığıyla dolaylı olarak uyumlu tutkuyu beslediklerini belirtmişlerdir. Stroe ve diğerleri (2018), uyumlu tutkuya sahip girişimcilerin yüksek öz-yeterliğe sahip olduklarında veya çevrede yüksek risk algıladıklarında etkili kararlar aldıklarını ve TTye sahip girişimcilerin, çevrede düşük risk algıladıklarında nedensel kararlar aldıklarını bulmuştur. Her ne kadar uyumlu tutku ile öz-yeterlik arasında pozitif bir ilişki varsa da TT ile öz-yeterlik arasında bu ilişkiyi gösteren çalışmaya rastlanılamamıştır (Lee ve Herrmann, 2021). Liderliğin doğasına özgü çalışmalarda İkili Liderlik Tutkusu Modeli geliştiren (Trivisonno, 2020) liderliğe yönelik TTnin yoğun, aralıksız bir liderlikle meşgul olma ihtiyacını yansıttığını ve faaliyet katılımına yönelik ısrarın uyumlu tutkulu katılımdaki esneklikten ziyade katı bir katılım biçiminde olduğunu ifade etmektedir. Bu verilere dayanarak şu hipotezi öneriyoruz:

H1. *Takıntılı tutkulu liderlik ile öz-yeterlik arasında negatif bir ilişki vardır.*

5. 2. Takıntılı Tutkulu Liderlik, Duygusal Tükenmişlik ve Öz Yeterlik İlişkisi

Takıntılı tutku kavramı kontrollü motivasyon olarak açıklanmakta ve duygusal tükenmişlik (Chen vd., 2019; Donahue vd., 2012) dahil olmak üzere çeşitli istenmeyen sonuçlarla ilişkilendirilmektedir. Bu nedenle, TTli bireyler tutkularını kontrol edemezler veya zor ve stresli durumda hatta devam edemeyeceği durumda dahi görevden ayrılamazlar (Vallerand ve Verner-Filion, 2013). TTnin baskın doğası nedeniyle, potansiyel kazançtan çok daha fazla kaynak kaybı hissi oluşturur ve bu da fazladan strese yol açar (Halbesleben, 2009; Vallerand ve Verner-Filion, 2013). Bu nedenle, TT duygusal tükenmişliği olumlu yönde etkilediği varsayılabilir. TT ile duygusal tükenmişlik arasındaki ilişkilerin incelendiği çalışmalarda bu varsayım desteklenmektedir. Sulistiawan ve diğerleri (2022) TT ile duygusal tükenmişlik arasında pozitif bir doğrudan ilişki elde etmiştir. Yine tutku türlerinin işten ayrılma niyeti ve duygusal tükenmişlik üzerine etkisinin incelendiği bir çalışmada TT ile duygusal tükenmişlik arasında pozitif ilişki bulunmuştur (Lee vd., 2022).

İşle ilgili aşırı ve uzun süreli stresin neden olduğu tükenmişlik (Maslach vd., 2001) işletme ile ilgili düşük performans, yüksek personel devir hızı ya da devamsızlık gibi olumsuz sonuçlara neden olabileceği gibi bitkinlik ve duygusal yorgunluk gibi olumsuz bireysel sonuçlara da neden olmaktadır (Wright ve Cropanzano, 1998; Grandey vd., 2004). Azalan performans seviyeleri ve zihinsel/fiziksel iyi-olma hali (Taris, 2006) düşük öz-yeterlik sorununu da ön plana çıkarmaktadır.

Hobfoll (1989), sınırlı kaynaklara sahipken iyi performans gösterme baskısının tükenmişliğe neden olduğunu ileri sürer. Ayrıca, sınırlı kaynaklarla çalışmanın mevcut kaynaklar üzerinde baskı oluşturarak yetersiz kullanımlara yol açtığı belirtilmektedir. Tükenmişlik riski, işle ilgili uzun süreli ve kronik stresin ardından katlanarak artar. Bu risk, kronik iş stresi, zayıf sosyal ilişki ve yıldırıcı üretkenlik taleplerinin bir kombinasyonunun varlığında artar (Zhou, 2022). Pek çok araştırma, işle ilgili tükenmişlikten sorumlu olan kişilik özellikleri ve kişisel deneyimler gibi belirli bireysel özellikleri tanımlamıştır (Brown, 2012; Lee vd., 2013). Bu

noktada TTL üzerindeki baskı ve stres zamanla ve baskının artması ile duygusal tükenmişliğe neden olmakta, buradan da düşük öz yeterliğe yol açması beklenmektedir.

Duygusal tükenmişlik, destekleyici bir lider tarafından yönlendirilen ve insanların deneyimlerini karşılıklı fayda sağlayacak şekilde paylaşmayı rahat ve teşvik edici buldukları uyumlu bir çalışma ortamına sahip bir işyerinde azalırken (Freudenberger, 1975) zor görev başarımı, yoğun stres, düşük aile ve çevre ilişkileri ile tanımlanan TTL modelinde yükselecektir. Literatürde elde edilen veriler duygusal tükenmişlik ile öz-yeterlik arasındaki negatif ilişkiyi desteklemektedir (Mardani vd., 2015; Rubio vd., 2015). Buradan hareketle şu hipotezi öneriyoruz:

H2. *Takıntılı tutkulu liderlik ile öz-yeterlik ilişkisinde duygusal tükenmişliğin düzenleyici rolü vardır.*

6. ARAŞTIRMANIN YÖNTEMİ

Bu çalışma, liderlikte TTnin öz-yeterlik üzerindeki etkisinde duygusal tükenmişliğin düzenleyici rolünü araştırmıştır. Araştırmanın evrenini İzmir Atatürk Organize Sanayi bölgesinde ana metal sanayi sektöründe faaliyet gösteren işletme üst düzey yöneticileri oluşturmaktadır. Araştırma sürecinde toplam 8 işletme faaliyet göstermekteydi. Evrenin tamamına çevrimiçi anket yoluyla ulaşılmış ve 338 veri geri dönüşü elde edilmiştir. Toplamda 321 geçerli veriye ulaşılmıştır.

Etik kurul kararı alınarak gerçekleştirilen araştırmaya katılan katılımcılara gerekli bilgilendirme yapılarak, gönüllülük esasına göre temellendirilen araştırmaya dahil olmaları beklenmiştir. Anket formu üç bölümden oluşmaktadır. Ayrıca katılımcıların cinsiyet, medeni durum, yaş, eğitim düzeyi, işletmedeki statü, işletmenin çalışan sayısı ve görev süresi şeklinde yedi adet tanımlayıcı soru da eklenmiştir. Bununla birlikte veri güvenirliğini güçlendirmek üzere anket formuna iki adet kontrol sorusu eklenmiştir.

6.1. Ölçüm Araçları

Takıntılı tutku ölçeği: Liderlikte TTyi ölçmek üzere Trivisonno (2020) tarafından geliştirilen Liderlik İçin Tutku Ölçeğinden TTyi ölçmek üzere kullanılan 10 madde kullanılmıştır. Ölçek maddelerine örnek olarak "Madde 7: Lider olmak beni hayatımdaki diğer faaliyetlerden uzaklaştırdı" verilebilir.

Öz-yeterlik ölçeği: Rigotti ve diğerleri (2008) tarafından geliştirilen Kısa Öz-Yeterlik Ölçeği kullanılmıştır. Ölçek 6 maddeden oluşmaktadır. Ölçek maddelerine örnek olarak "Madde 1. İşimde zorluklarla karşılaştığımda sakin kalabilirim çünkü yeteneklerime güvenebilirim" gösterilebilir.

Duygusal tükenmişlik ölçeği: Bu çalışmada kısaltılmış Maslach Tükenmişlik Envanteri'nin (aMBI) 3 maddeden oluşan duygusal tükenmişlik boyutu ölçeği kullanılmıştır (Riley vd., 2018). Ölçek maddelerine örnek olarak "Madde 4: Sabah kalktığımda ve yeni bir iş günüyle yüzleşmek zorunda kaldığımda kendimi yorgun hissediyorum" verilebilir.

Ölçeklerin puanlanmasında 1 (kesinlikle katılmıyorum) ile 5 (kesinlikle katılıyorum) arasında değişen 5'li Likert ölçeği kullanılmıştır.

Kontrol değişkenleri: Kontrol değişkenleri, sonuç değişkeni ile istatistiksel olarak ilişki taşımadığı için değerlendirilememişlerdir.

6.2. Verilerin Değerlendirilmesi

Araştırmanın analizleri, SPSS ve SmartPLS programları kullanılarak gerçekleştirilmiştir. Bu bölümde tanımlayıcı istatistikler, ölçüm modeli ve hipotez test sonuçları yer almaktadır.

6.3. Bulgular

Katılımcılara ait tanımlayıcı demografik veriler incelendiğinde; (n=321) %53.2'sinin erkek, %46.8'inin kadın olduğu, %38.9'unun bekar, %61.1'inin evli olduğu tespit edilmiştir. Katılımcıların yaş aralıklarının 18-25 yaş arası olanların oranı %14.0, 26-35 yaş arası olanların oranın %35.3, 36-45 yaş arası olanların oranının %28.8, 46 yaş ve üzeri olanların oranının %21.9 olduğu görülmektedir. Katılımcılardan %13.2'sinin lise mezunu, %27.3'ünün ön lisans, %35.6'sının lisans ve %23.9'unun lisansüstü mezunu olduğu görülmektedir. İşletmedeki statüsü girişimci olanların oranı %31.4, yönetici olanların oranı %68.6'dır. Katılımcıların %22.3'ünün 50-100 çalışan büyüklüğüne sahip işletmede görev yaptıkları, %31.2'sinin 100-200, %28.6'sının 200-300, %17.9'unun 300'den fazla çalışan sayısına sahip işletmelerde görev yaptığı görülmektedir. Katılımcıların işletmedeki görev süreleri incelendiğinde, 1-3 yıl olanların oranı %12.2, 4-6 yıl arası olanların oranı %15.0, 7-9 yıl arası olanların oranı %14.6, 10-15 yıl arası olanların oranı %19.2, 16 yıl ve üzeri olanların oranı %39'dur.

6.3.1. Tanımlayıcı İstatistikler ve Korelasyonlar

Tablo 1'de değişkenlere ait ortalama, standart sapma ve korelasyon değerleri yer almaktadır.

Tablo 1: Tanımlayıcı İstatistikler ve Değişkenler Arasındaki İlişkiler

Değişkenler	Mean	SD	1	2	3
1. Takıntılı tutkulu liderlik	3,79	0,93	1		
2. Öz-yeterlik	3,19	1,08	-,237**	1	
3. Duygusal tükenmişlik	2,85	1,28	,182**	-,749**	1

Sonuçlara göre, TTL ile öz-yeterlik arasında negatif yönlü bir ilişki bulunmaktadır (r=-.24; p<.01). Ayrıca duygusal tükenmişlik ile öz-yeterlik arasında negatif bir ilişki olduğu gözlenmiştir (r=-.75; p<.01).

6.3.2. Ölçüm Modeli

Araştırmada kullanılan ölçeklerin güvenirlik ile geçerlik analiz sonuçları Tablo 2'de sunulmuştur.

Tablo 2: Ölçüm modeli bulguları

Yapılar	Madde	Faktör Yükü	α	CR > AVE
Duygusal tükenmişlik	DT1	0,904	0.87	0.92 > 0.80
	DT2	0,890		
	DT3	0,896		
Takıntılı tutkulu liderlik	OP1	0,746	0.92	0.93 > 0.60
	OP2	0,781		
	OP3	0,766		
	OP4	0,748		
	OP5	0,816		
	OP6	0,818		
	OP7	0,805		
	OP8	0,803		
	OP9	0,734		
	OP10	0,741		
Öz-yeterlik	SE1	0,795	0.89	0.91 > 0.65

	SE2	0,820		
	SE3	0,810		
	SE4	0,819		
	SE5	0,804		
	SE6	0,800		
Heterotrait-Monotrait Ratio Kriteri				
Yapılar	Duygusal tükenmişlik	Takıntılı tutkulu liderlik	Öz-yeterlik	
Duygusal tükenmişlik	-	-	-	
Takıntılı tutkulu liderlik	0,200	-	0,200	
Öz yeterlik	0,844	0,265	0,844	
Note. α = Cronbach's Alpha; CR = Composite Reliability; AVE = Average Variance Extracted				

Tablo 2'deki değerler incelendiğinde; Cronbach's α (>0.7), birleşik güvenirlik (>0.7), açıklanan ortalama varyans (>.50) ve faktör değerleri (.73/.90) bulguları, modelde iç tutarlılık güvenirliğinin ve birleşme geçerliğinin sağlandığını göstermektedir (Fornell ve Larcker, 1981). Heterotrait-Monotrait Ratio (HTMT) katsayılarının sınır değerin altında (<.85) olması, ayrışma geçerliğinin sağlandığını ve yapıların birbirlerinden ayrı faktörler olduğunu göstermektedir (Henseler vd., 2015).

6.3.3. Hipotez Testi

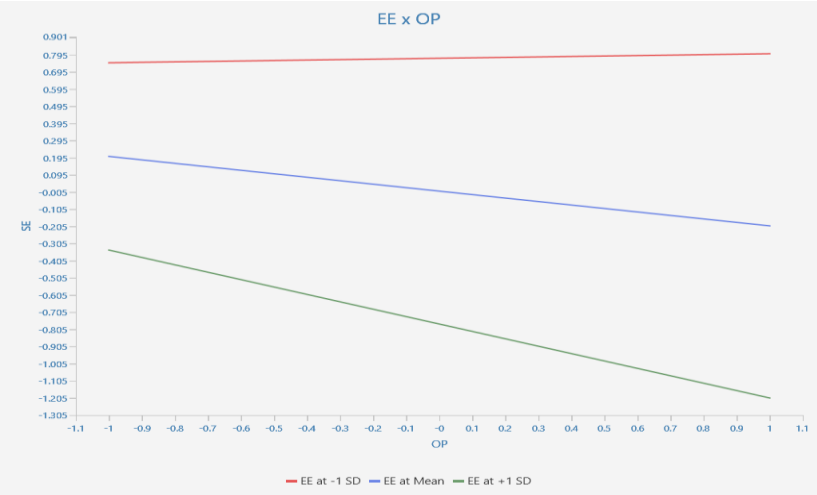
Araştırmanın hipotezleri, Structural Equation Modeling (SEM) yöntemi ile test edilmiş ve sonuçları Tablo 3'te sunulmuştur.

Tablo 3: Yapısal model sonuçları

	R^2	**f^2**	**VIF**
Öz-yeterlik	0.59	-	-
Takıntılı tutkulu liderlik → Öz-yeterlik	-	0.06	1.30
Etkiler	**Yol Katsayısı**	**t-değeri**	**p-değeri**
Takıntılı tutkulu liderlik → Öz-yeterlik	-0.175	4.204	0.000^{***}
Duygusal tükenmişlik * Takıntılı tutku → Öz yeterlik	-0.185	4.158	0.000^{***}

VIF değerleri, eşik değerin (<5) altında olduğu için değişkenler arasında doğrusallık probleminin olmadığı anlaşılmaktadır. Modele ait elde edilen R^2 değerlerine bakıldığında, öz yeterliliğin %59 oranında TT tarafından açıklandığı görülmektedir (Hair vd., 2017).

Tablodaki sonuçlara göre, TTnin öz yeterlik üzerindeki etkisinin negatif ve anlamlı olduğu (β=-0.175; p<.001) gözlenmiştir. Bu sonuç, araştırmanın ***H1 hipotezini desteklemektedir***. Düzenleyici role ilişkin sonuçlara göre etkileşimsel terimin (X^*W), öz yeterlik üzerindeki etkisinin anlamlı ve negatif yönlü olduğu (β=-0.185; p<.001) tespit edilmiştir. Yapılan eğim analizi neticesinde düzenleyici değişkenin etkisi grafiksel olarak Şekil 1'de gösterilmiştir. Bu bulguya göre ***H2 hipotezi kabul*** edilmektedir.



Şekil 1: Eğim Grafiği

TARTIŞMA ve SONUÇLAR

Bu çalışma, TTL ve öz-yeterlik arasındaki ilişkiye odaklanarak bu ilişkide duygusal tükenmişliğin düzenleyici rolünü ortaya koymuştur. TTL, liderlik faaliyetlerine yönelik bireyin TTli bir duygusal bağlılık ve davranış sergilemesidir. Tutku kavramı literatürde oldukça yenidir ve liderlik faaliyetlerindeki yansıması açısından oldukça önemli sonuçlar sunmaktadır. Bu açıdan bu kavramın örgütsel yansımasını ortaya koymak literatüre bu konuda yeni bilgi sunmaktadır. Araştırma kapsamında veriler İzmir Atatürk Organize Sanayi bölgesinde ana metal sanayi sektöründe faaliyet gösteren işletme üst düzey yöneticilerinden oluşan örneklemden elde edilmiştir.

Veri analizi neticesinde TTL ile öz-yeterlik arasında negatif bir ilişki olduğu ortaya çıkmıştır. TTnin örgütsel yansıması genellikle negatif sonuçlarla ilişkili olmuştur (Houlfort, 2013; Curran, vd., 2015; Gillet vd., 2022). Liderlik literatüründe TT liderlerin tutkunun bu negatif doğasından etkilendiği ve öz-yeterlik gibi hayati motivasyon kaynaklarının bu negatif duygulanım sonucu kaybolduğu görülmektedir. Tutku ile ilgili çalışmaların çoğu, bireylerin tutkusunun kendi psikolojik durum ve davranışlarını etkilediğini vurgulamaktadır (Birkeland, 2014; Carbonneau vd., 2008). Yönetim uygulamaları perspektifinden, bulgular liderlerin yaptıkları işe karşı tutku beslediklerini ve takıntı düzeyindeki tutkunun liderlik sürecinde liderlerin öz-yeterliklerini negatif etkilediğini göstermiştir.

Bu noktada liderlerin aktivitelerine yönelik yoğun hislerini kontrol etmelerine olanak sağlayacak ve gerektiğinde ayrılmasına olanak sağlayacak kişisel ve çevresel müdahalelere ihtiyaç vardır. Başarı ve başarısızlığı tek bir aktiviteye atfetmek ya da kimlik oluşumunu faaliyet üzerinden tanımlamak liderlere zarar vermektedir. Öz-yeterlik seviyesindeki düşüş bireysel başarı ve iyi-olma hali üzerinde düşüşe neden olmaktadır. Yüksek düzeyde öz-yeterlik duygusu ise, yüksek performansın doğru bir göstergesi olarak kabul edilir (AL-Haddad ve Taleb, 2016).

Araştırmada ayrıca, duygusal tükenmişliğin bu ilişkide düzenleyici rolünün olduğu belirlenmiştir. Duygusal tükenmişlik ve duygusal tükenmişlik literatürü bireylerin yeterliklerine daha az güven duyduklarında, görevlerini yerine getirmek için daha az cesaretleri olduğunu ve kolayca tükenmişlik yaşadıklarını göstermektedir (Maryati ve Mustika, 2016). Diğer taraftan da, yüksek seviyedeki duygusal tükenmişliğin düşük öz-yeterlik sorununa neden

olduğu ortaya konmuştur (Mardani vd., 2015; Rubio vd., 2015). Literatürdeki duygusal tükenmişlik ile öz-yeterlik arasındaki karşılıklı sonuçlar açısından bakılacak olursa hedef yönelimi, güçlü bir öz-yeterlik duygusu ve değerler uyumunun bir kombinasyonunun tükenmişliğe karşı koruyucu bir etkiye sahip olduğunu öne sürülmekte ve kendilerini etkili olarak gören bireylerin daha düşük duygusal tükenme seviyeleri gösterdiği belirtilmektedir (Innstrand vd., 2011). Bu şekilde duygusal tükenmişliğin etkileri aza indirilebilir. Bu açıdan liderlerin öz-yeterlik duygusunu kaybetmemeleri adına duygusal tükenmişlik duygularını hafifletecek destekleyici faaliyetlerin güçlü bir öz-yeterliğe dönüşmesi kaçınılamaz.

Özetle, sonuçlar İkili Tutku Modeli doğrultusunda TTL'in olumsuz sonuçlarını ortaya koymuştur. Liderlik süreci bazen bir maraton gibidir ve liderler amaçları doğrultusunda takipçilerini etkileyerek performans sergilerler. Fakat bu süreç bazen mücadele gerektiren zor koşulları barındırır ve lider süreç başarımında faaliyete yönelik tutkusunu takıntı haline getirip kimlik tanımını bu faaliyet üzerinden gerçekleştirir. Bu noktada lider süreci/faaliyeti idare edemez süreç/faaliyet lideri idare etmeye başlar. Elbette bu durum liderin bireysel psikolojisini ve üyeler ile örgüt ilişkisini negatif etkileyecektir. Bu nedenle liderlerin pozitif duyguları tanıyarak sergilemesi ve bunu üye-örgüt süreçlerine dahil etmesi için eğitilmesi gerekir. Ayrıca, liderlerin takipçilerini etkileyebileceği göz önüne alındığında, liderler bireysel olumlu duyguları yöneterek ve ifade ederek grup etkinliğini artırabilir. Elbette liderler duygusal yaklaşımla astlarını motive etmek için daha fazla çaba sarf etmelidir.

Bununla birlikte, öz-yeterliğin üzerindeki etkileri göz önüne alındığında duygusal tükenmeyi azaltmaya odaklanan eğitim programları yeterli bir strateji olabilir. Bu eğitim programları, bireysel ve profesyonel öz-yeterliği geliştirmek için uygun bir strateji olabilir ve bu araştırmanın işaret ettiği gibi, öz-yeterlik zaman içinde değişebileceğinden, etkileri yalnızca koşullu olabileceğinden, eğitim faaliyetleri tekrarlı bir temelde sağlanmalıdır.

Bu çalışmanın bazı sınırlılıkları vardır. Öncelikle çalışmanın zaman kısıtı nedeniyle verilerin toplanması için harcanan sürenin kısıtlı olması ve diğer taraftan verilerin belirli bir bölgede belirli bir meslek grubu üzerinde yapılmış olması bu çalışmanın sınırlıklarını oluşturmaktadır. Sonraki çalışmalar zamanlama ve sektör-kişi bağlamında farklı zaman ve bölgelerde ve farklı meslek grupları üzerinde yapılarak bu alandaki verilere katkı sağlayacaktır. Diğer önemli sınırlılık ise çalışmanın modelindeki değişkenler dışında kavramlar farklı model ve değişkenlerle incelenerek liderlik literatürüne etkisi tam olarak ortaya konulabilir. Buradan hareketle, mevcut bulgulara dayanarak, gelecekteki çalışmaların TTL kavramının örgüt yaşamındaki farklı kavramlarla ilişkisini ortaya koymalarını tavsiye ederiz.

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6. Sınıf Sosyal Bilgiler Dersi Öğretim Programında Yer Alan Kazanımların Project Lily Pad Oyununa Göre Analizi

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ÖZET

Lily Pad Projesi, felakete dayanıklılık açısından mekansal düşünmeyi öğretmek amacıyla 2018 yazında geliştirilen ciddi bir coğrafi oyun olma özelliğine sahiptir. Oyun, Harvey Kasırgası'nın 30 Ağustos 2017'de varlığını sürdürdüğü Teksas, Dickinson şehrinde geçmektedir. Oyun, açık sokak haritasından navigasyon ve veri aktarımı ile elde edilen Coğrafi Bilgi Sistemlerini (CBS) entegre ederek geliştirilmiştir. Yükseklik modeli ve taşkın verileri şehri modellemek ve oyunu neredeyse gerçek hayatta doğrulukla yeniden tasarlamak için kullanılmıştır. Afet direncinin ve afet eğitiminin önemi günümüz koşullarında ülkemizde ve dünyada yaşanan doğal afetler, küresel iklim değişikliği felaketleri ile kendisini bir kez daha hissettirmektedir. Bu araştırmanın amacı 6. Sınıf sosyal bilgiler dersi öğretim programında yer alan kazanımların Project Lily Pad oyununa göre analiz edilmesidir. Bu kazanımların tespitinden sonraki aşama ise bu coğrtafi oyuna entegre edilebilecek kazanımların öğrencilere bu yöntem ile öğretilmesidir. Araştırmanın doğasına uygun olması gerekçesiyle bu çalışmada nitel araştırma yöntemleri kullanılmıştır. Veri toplama aracı olarak doküman incelemesi yapılırken veri analizi ise doküman analizi ile desenlenmiştir. Sosyal Bilgiler dersi öğretim programına bakıldığında Kültür ve miras öğrenme alanından 1 kazanımın, İnsanlar, yerler ve çevreler öğrenme alanından 4 kazanımın v Üretim, dağıtım ve tüketim öğrenme alanından ise 1 kazanımın Project Lily Pad ile üst bilişsel düzeyde etkili bir biçimde öğretilebilmesi tespit edilmiştir.

Anahtar Kelimeler: Project Lily Pad, Coğrafi Oyunlar, Dijital Oyunlar, Sosyal Bilgiler Dersi Öğretim Programı

Analysis of the Achievements in the Classroom (6) Social Studies Course Curriculum According to the Project Lily Pad Game

ABSTRACT

The Lily Pad Project is a serious geographical game developed in the summer of 2018 with the aim of teaching spatial thinking in terms of disaster resistance. The game takes place in Dickinson, Texas, where Hurricane Harvey continued to exist on August 30, 2017. The game was developed by integrating Geographical Information Systems (GIS) obtained by navigation and data transfer from the open street map. The elevation model and flood data were used to model the city and redesign the game with almost real-life accuracy. The importance of disaster resilience and disaster education is once again made felt by the natural disasters experienced in our country and around the world, global climate change disasters in today's conditions. The aim of this research is 6. the classroom social studies course is the analysis of the achievements in the curriculum according to the Project Lily Pad game. The next stage after determining these achievements is to teach students about the achievements that can be integrated into this geographical game using this method. Qualitative research methods were used in this study on the grounds that they are appropriate to the nature of the research. While document analysis is performed as a data collection tool, data analysis is patterned with document analysis. When looking at the Social Studies course curriculum, it was determined that 1 acquisition from the field of culture and heritage learning, 4 acquisitions from the field of people, places and environments learning, and 1 acquisition from the field of production, distribution and consumption learning can be taught effectively at an upper cognitive level with Project Lily Pad.

Keywords: Project Lily Pad, Geographical Games, Digital Games, Social Studies Course Curriculum

GİRİŞ

Afet direnci, uzun vadeli gelişme potansiyelinden ödün vermeden bir bireye, topluluğa veya kurumlara, tehlikelere, rahatsızlıklara veya zorlamalara uyum sağlama ve bunlardan kurtulma becerisidir. Aslında afet yönetimine entegre bir yaklaşımdır. Yamori (2019) tarafından özetlendiği gibi, deneyimsel ve sosyal öğrenme bu yaklaşımın anahtarıdır. Ciddi doğal afetlerin sıklığı ve yoğunluğu mevcut önleyici eylemlerin kapasitesini aştığından, toplulukların refahının devam etmesi için eğitimin önemi büyüktür (Combaz, 2014).

Afet direnci aynı zamanda sürdürülebilir topluluklar oluşturmak, afet öncesi ve sonrası durumlarda ekonomik büyümeyi sağlamak için önemli bir araçtır; Afet direnci, afet yönetimi döngüsünün hem iyileşme hem de hazırlık aşamalarının anahtarıdır. Afetlerin doğası gereği mekansal doğası göz önüne alındığında, mekansal düşünme, afet direncinin kilit bir parçasıdır. İnsanların felaketlerin işlediği çoklu coğrafi ölçekleri anlamalarını sağlar ve mağdurların hızla değişen ve tehlikeli bir ortamda gezinmelerini, kalıpları gözlemlemelerini ve analiz etmelerini ve çevrelerinin yeni sınırlamalarını anlamalarını sağlamaktadır (Tomaszweski, 2017). Toplum direncini geliştirmek için kritik yöntemlerden birinin mekansal düşünme becerilerinin geliştirilmesi olduğu tespit edilmiştir.

KURAMSAL ÇERÇEVE

Coğrafi bilgi sistemleri (CBS) ve ilgili teknolojiler, hem kurumsal hem de yerel düzeylerde mekansal düşünme becerilerinin gelişimini kolaylaştırmak için çeşitli eğitim ortamlarında kullanılmaktadır (Lee ve Bednarz, 2009). Bu, toplumun iyileştirilmesi için büyüyen CBS kariyerleri alanında ve CBS'nin planlama ve politika çabalarında kullanılmasında görülmektedir. İlgili mekânsal bilgiler, aksi takdirde fark edilmeyen coğrafi ilişkileri gözlemleyerek bu çabaları tamamlar; bazı toplulukları daha yüksek risk seviyelerine sokmak için çeşitli ekonomik, çevresel ve toplumsal kalıplar örtüşebilmektedir (Charsky, 2010). Bu kalıpları tanımlamak ve etkili afet müdahale rejimlerini bilgilendirmek için jeo-uzamsal veriler ve CBS teknolojileri kullanılmaktadır. Halka açık katılımcı CBS ve gönüllü coğrafi bilgi (GIS) gibi cbs'ye yönelik bazı yaklaşımlar, öğrencilerin veya bağımsız kullanıcıların "istilacı bir yabani ot türünün kalıplarını analiz etme, suç kalıplarını haritalama" gibi gerçek dünyadaki sorunları ele almalarını sağlamaktadır (Kapp, 2012). Kentsel bir okul mahallesinde ve tehlikeleri haritalamak okul mahallesindeki terk edilmiş çöplükler tarafından sunulmuştur". Bu, programlardaki kişiler tarafından topluluklarından veya kasabalarından bilgi toplayarak ve aynı zamanda sakinleri çevreleri hakkında eğitmeye yardımcı olmak için "(kurumlar) ve yerel topluluklar arasındaki sınırları ve engelleri" yıkarak yapılabilir. Bu uygulamalar, deneyimli yerlileri kolaylaştırarak topluluklarının iyileştirilmesi için mekansal akıl yürütmeye katılmaya teşvik eder (Tversky, 1999).

CBS, kullanıcıların mekansal düşünmesini gerektirse de, CBS teknolojileri eğitim araçları olarak tartışılmaktadır. CBS yazılım araçları erişilebilirlik ve eğitim ile sınırlıdır, bu da eğitimsiz personelin sistemde rahatça gezinmesini ve çıktıları anlamasını engeller (Golledge, 1999). Ek olarak, CBS programları, analiz, sunum ve iletişim dahil olmak üzere Ulusal Araştırma Konseyi (NRC) tarafından özetlendiği gibi "soruşturma sürecinin sonraki aşamalarına" odaklanmaktadır. Bu, kullanıcının felakete dayanıklılık için gerekli keşif,

tanımlama ve karar verme becerilerini içeren araştırmanın başlangıç ve ara aşamalarına katılmasını engeller.

Dahası, CBS yazılımı doğrusal bir kararlar dizisi olarak işlev görür; Birden fazla değişken değerlendirilemez veya aynı anda birden fazla eylem gerçekleştirilemez. Afetler çok sayıda düzeyde faaliyet gösterir ve yeterli yönetim, sürekli değişen bu unsurların kapsamlı bir şekilde anlaşılmasını gerektirir (Lindell, 2003).

BULGULAR VE TARTIŞMA

Afet direncinin ve afet eğitiminin önemi günümüz koşullarında ülkemizde ve dünyada yaşanan doğal afetler, küresel iklim değişikliği felaketleri ile kendisini bir kez daha hissettirmektedir. Bu araştırmanın amacı 6. Sınıf sosyal bilgiler dersi öğretim programında yer alan kazanımların Project Lily Pad oyununa göre analiz edilmesidir. Bu kazanımların tespitinden sonraki aşama ise bu coğrtafi oyuna entegre edilebilecek kazanımların öğrencilere bu yöntem ile öğretilmesidir. Araştırmanın doğasına uygun olması gerekçesiyle bu çalışmada nitel araştırma yöntemleri kullanılmıştır. Veri toplama aracı olarak doküman incelemesi yapılırken veri analizi ise doküman analizi ile desenlenmiştir.

SONUÇ VE ÖNERİLER

Sosyal Bilgiler dersi öğretim programına bakıldığında Kültür ve miras öğrenme alanından 1 kazanımın, İnsanlar, yerler ve çevreler öğrenme alanından 4 kazanımın ve Üretim, dağıtım ve tüketim öğrenme alanından ise 1 kazanımın Project Lily Pad ile üst bilişsel düzeyde etkili bir biçimde öğretilebilmesi tespit edilmiştir.

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Dijital Dünyanın Dijital Meslekleri İçinde Sosyal Medya Mesleklerinin Yeri: Sosyal Medya Meslekleri Gelecek Vadediyor mu?

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ÖZET

21. yüzyılda bilgi teknolojilerinin hızla gelişmesi, internetin sosyal yaşamın ve iş yaşamının vazgeçilmez bir unsuru haline dönüşmesi birçok değişimi de beraberinde getirmiştir. Bugün birçok insan iş ve günlük yaşamda bilgisayar, akıllı telefon ve tablet gibi dijital araçları düzenli olarak kullanmaktadır. İnsanların mobil ve çevrim içi olmasının kolaylaştığı bu süreçte bireylerin özgürce iletişim kurduğu, paylaşım yaptığı ve tartıştığı bir dijital platform olarak sosyal medyanın kullanılmaya başlandığı görülmektedir. Yaşanan bu dijital gelişmeler; algılarımızı, fikirlerimizi, gündelik yaşamımızı yeniden şekillendirdiği gibi, çağın gereklerine uygun yeni dijital mesleklerin doğuşunu da hızlandırmıştır. Dijital dünyanın ihtiyaç duyduğu bu yeni iş alanları; yeni dijital yetkinlik ve becerileri de gerektirmektedir. Bu yeni iş alanlarının içinde sosyal medya mesleklerinin görünürlüğü biraz daha fazladır. Sosyal medyanın her yaştan kullanıcısının olması, özellikle çocukların ve gençlerin sosyal medyada yer alan aktörleri yakından takip etmeleri, sosyal medyadaki mesleklere olan ilgiyi artırmaktadır. Blogger, vlogger, youtuber, influencer vb. gibi isimlerle anılan sosyal medya fenomenlerinin paylaşımları ve sosyal medyadan elde ettikleri kazançla kurdukları yaşam kullanıcılar üzerinde bir algı yaratmakta ve bu meslekleri cazip meslekler haline getirmektedir. Dijital dönüşümün hızla devam ettiği ve bu dönüşümden mesleklerin de etkileneceği gerçeği kabul edilmelidir. Ancak bu süreçte özellikle yeni nesle dijital dünyanın gereklerine uygun olarak doğacak yeni mesleklerin öğretilmesi, bu mesleklere ilişkin becerilerin kazandırılması bu anlamda eğitim sisteminin yeniden dizayn edilmesi gerekmektedir. Bu anlamda gerek üniversite öncesi dönemde çocukların ve gençlerin eğitilmesi, gerekse üniversitelerde yeni bölümlerin açılarak bu becerilerin kazandırılması ve yeni meslekleri icra edecek neslin yetiştirilmesi önem taşımaktadır. Bu çalışmada, "Dijital dünyanın dijital meslekleri içerisinde daha çok görünürlüğe ve cazibeye sahip olan sosyal medyada var olan meslekler gelecek vadediyor mu?", "Sosyal medyadaki hangi meslekler gelecek vadediyor?", "Bu platformda yer alacak insanların yetiştirilmesi ve eğitilmesi yoluyla daha nitelikli hale gelmeleri sağlanabilir mi?", "Daha kontrollü bir dijital platformda daha kaliteli içeriklerin üretilmesi mümkün hale getirilebilir mi?" sorularına cevap aranmaya çalışılmıştır.

Anahtar Kelimeler: Dijital Dönüşüm, Dijital Meslekler, Sosyal Medya, Sosyal Medya Meslekleri

The Place of Social Media Professions in the Digital Professions of the Digital World: Are Social Media Professions Promising Future?

ABSTRACT

In the 21st century, the rapid development of information technologies and the transformation of the internet into an indispensable element of social and business life have brought many changes. Today, many people regularly use digital tools such as computers, smartphones and tablets in business and daily life. In this process, where it becomes easier for people to be mobile and online, it is seen that social media has begun to be used as a digital

platform where individuals freely communicate, share and discuss. These digital developments; It has not only reshaped our perceptions, ideas, and our daily lives, but also accelerated the birth of new digital professions in line with the requirements of the age. These new business areas that the digital world needs; It also requires new digital competencies and skills. Social media professions are slightly more visible in these new business areas. The fact that social media has users of all ages, especially children and young people closely following the actors in the social media, increases the interest in the professions in the social media. Social media phenomena known as bloggers, vloggers, youtubers, influencers create a perception on users and make these professions attractive professions. The fact that digital transformation continues rapidly and professions will be affected by this transformation should be accepted. However, in this process, it is necessary to teach new generations that will be born in accordance with the requirements of the digital world, to gain skills related to these professions, and to redesign the education system in this sense. In this sense, it is important to educate children and young people in the pre-university period, to gain these skills by opening new departments in universities and to raise the generation that will practice new professions. In this study, it has been tried to find answers to the following questions. “Are the professions that exist in social media, which have more visibility and attraction among the digital professions of the digital world, promising future?”, “Which professions in social media are promising future?”, “Can the people who will take part in this platform be trained and trained to become more qualified?”, “Can it be made possible to produce higher quality content on a more controlled digital platform?”

Keywords: Digital Transformation, Digital Professions, Social Media, Social Media Professions

GİRİŞ

"Değişmeyen tek şey değişimin kendisidir"

Dijitalleşmenin hız kazandığı bu yeniçağda, bütün alışkanlıkların hızla değişmesiyle birlikte yeni dijital meslekler ortaya çıkmaya başlamıştır. Eski mesleklerin geleceğinin sorgulandığı, gelecekte var olması muhtemel olan yeni mesleklerin tartışıldığı bu dönemde, hem bugünü hem de yarını düşünerek yeni neslin eğitiminin yeniden şekillenmesi ve geleceğin şartlarına uygun olarak yetiştirilmesi gerekliliği önem arz etmektedir. Değişimin kaçınılmaz olduğu gerçeğinden hareketle bu değişime hızlı bir şekilde adapte olmak ve bu süreçte var olan kültürel, ahlaki değerleri koruyarak geleceğe hazırlanmak gerekmektedir. Dijital dünyanın dijital meslekleri diye adlandırılan yeni meslekler hızlı bir yükselme trendi göstermektedir.

Bu süreç bazı mesleklerin yok olmasına ve teknolojiye entegre olan yeni mesleklerin ortaya çıkmasına sebep olsa da, insanların bu yeni mesleklere adapte olabilmesi için ürün pazarlama, dijital pazarlama, yazılım geliştirme, şirket yönetimi, reklam, insan bilgisayar etkileşimi, veri depolama teknikleri, web geliştirme, yönetim danışmanlığı, girişimcilik, yapay zeka, veri bilimi, perakende satış, teknik destek, sosyal medya, grafik dizayn, bilgi yönetimi gibi dijital becerilere sahip olması gerekmektedir (Budak, 2021, 288-303).

Özellikle sosyal medyada kendini gösteren yeni meslekler çocuklar ve gençler için cazip meslekler olarak görülmektedir. Sosyal medyanın yarattığı fenomenler ve onların sosyal medyadan yansıyan görüntüleri bu meslekleri popüler hale getirmektedir. İçerik yöneticiliği, influencerlık, bloggerlık, vlogger, youtuberlık gibi meslekler sosyal medyada en çok karşılaşılan meslekler arasındadır. Bu mesleklerin şu an için birer profesyonel meslek olarak kabul edilmesi mümkün olmasa da, gelecekte bu tür mesleklerin yeni medyada farklı şekillerde yer bulabileceği de göz ardı edilmemelidir. Bu bağlamda bu mesleklerin profesyonelleşmesi için gerekli adımların atılması gerekmektedir.

1.DİJİTAL DÖNÜŞÜM

Yakın zamana kadar küreselleşme, bilgi toplumu gibi ifadeler üzerinde durulurken günümüzde ise Dijital çağ, Toplum 5.0, Süper akıllı toplum, Endüstri 5.0 gibi yeni ifadeler kullanılmaktadır. Tarihsel süreçte belirli zaman aralıklarında yaşanan yenilik ve dönüşüm hareketleri bu isimlendirmelerde etkin olmuştur (Koca, 2020: 4533).

Konuyla ilgili olarak Tofler, "Üçüncü Dalga" başlıklı kitabında bu dönüşümlere toplumsal ihtiyaçlar doğrultusunda yaşanan teknolojik gelişmelerin neden olduğuna vurgu yapmaktadır. Birinci dalganın tarıma geçiş ile ikinci dalganın endüstri devrimi ile üçüncü dalganın ise bilgi ve iletişim teknolojilerindeki gelişim neticesinde oluştuğunu ifade etmektedir (Tofler, 2008: 16). Aslında üçüncü dalga halen oluşmaya devam etmektedir. Her ülkenin gelişmişlik düzeyi farklı olduğundan bu dalganın geçerlilik düzeyi de farklılaşmaktadır. Her bir dalga dönemi işgücü nitelik ve niceliklerini doğrudan etkilemektedir.

2000'li yılların başıyla hız kazanan sayısallaştırma ve dijitalleştirme süreci tüm iş süreçlerinin köklü biçimde değişmesine yol açmıştır. Dijital teknolojilerin ürünü olan; robotlar, akıllı sistemler, e-ticaret, sosyal medya, e-devlet, mobil iletişim gibi uygulamalar üretim sektörünün yanı sıra hizmet sektörünün de radikal biçimde değişmesine yol açmıştır (Yankın, 2019:14).

Nitekim günümüz koşullarında bilişim teknolojilerinde yaşanan hızlı ve köklü değişimler dijital dönüşümü ortaya çıkarmıştır. Dijital dönüşüm, bilgi ve iletişim teknolojilerinin hızla gelişim göstermesi sonucunda tüm iş süreçlerinde etkinlik ve verimliği sağlamak adına insan, robot ve makine üçlüsünün etkileşiminin sağlanmasıdır. Dijital dönüşüm ile ortaya çıkan muhteşem üçlü (insan-makine-robot) verimlilik, kalite, hız, esneklik, çeviklik sağlamaktadır. Gelişmiş

ülkelerde bu dönüşüm önemli fırsatlar sunmaktadır. Aksine gelişmekte olan ülkeler için ciddi bir tehdit oluşturmaktadır (Bonekamp & Sure, 2015).

1.1.Dijital Dönüşümle Değişen/Yeni Meslekler

Dijital dönüşüm beraberinde yeni meslekleri getirirken bazı mesleklerin de ömrünün bitmesine yol açmaktadır. İlaveten iş süreçlerinde robotların yer almaya başlaması sonucunda işsizliğin artacağı (niteliksiz çalışan oranı), sendikaların önemini kaybedeceği ve çalışma mevzuatında yeniliklerin yapılacağı savunulmaktadır (Yankın, 2019: 1).

Dijital dönüşüm beyaz yakalı çalışanların nitelik ve niceliklerinin yeniden ele alınmasını zorunlu kılmaktadır. Otomasyona dayalı bir dönem olduğu için mavi yakalıların işleri son bulmakta ve orta vasıflı beyaz yakalıların yeri beyaz yakalı rakipleri ile çok kolay doldurulabilmektedir (Eichhorst, 2017: 5).

Dijital dönüşümle önemini kaybetmeye başlayan mesleklerden bazıları: veri giriş yetkilileri, idari sekreterler, muhasebeciler, bordro görevlileri, denetçiler, genel ve operasyon yöneticileri, montaj işçileri, müşteri ilişkileri çalışanları, mekanik ve makine tamircileri, stok kontrol görevlileri, finansal analistler, posta hizmeti memurları, satış temsilcileri, banka gişe görevlileri, kapıdan kapıya satış yetkilileri, sokak satıcıları, elektronik ve telekom tesisatçıları ve tamircileri, inşaat işçileri, insan kaynakları uzmanları, eğitim ve gelişim uzmanlarıdır (Budak, 2021: 309).

Öte yandan dijital dönüşüm sayesinde ortaya çıkmış yeni meslekler arasında (Büyükyıldırım, 2023): Yapay zeka mimarı, bulut mimarı, web geliştirici, e-ticaret yöneticisi, dijital pazarlamacı, sosyal medya uzmanı, blog yazarı, vlogger (video blogger), SEO uzmanı, kullanıcı deneyimi tasarımcısı, insansız hava aracı operatörü yer almaktadır.

Başka bir çalışmada gelecek meslekleri listesinde şu meslekler sıralanmaktadır (Özdemir & Kılınç, 2019; akt. Çark, 2020:28): Akıllı ev tasarım yöneticisi, artırılmış gerçeklik seyahat oluşturucu, artık veri mühendisi, bireysel mikrobiyom yönetici, chatbot suç uzmanı, mülkiyet hakları sorumlusu, dijital terzi, dijital terapist, karbon mühendisliği, siber felaket tahmincisi, yapay zekâ tabanlı dijital stratejist, dikey çiftçilik danışmanı, etkileyici reklam denetçi, insan-robot ekip yöneticisi, kuantum makine öğrenme analisti, robo-psikolog, robo-sosyopsikolog, ses kullanıcı-deneyim (ux) tasarımcısı, trol yuvası tespit uzmanı, veri regülasyon uzmanı, yapay zekâ bias tespit uzmanı, yapay zekâ iş geliştirme yöneticisi, yapay zekâ destekli kullanıcı deneyim tasarımcısı, yapay zekâ tabanlı müşteri hizmetleri yöneticisi, yapay zekâ tabanlı sağlık teknisyeni, yapay zekâ tabanlı tedarik zinciri tasarımcısı, yapay zekâ mahremiyet uzmanı.

Yukarıda yer alan meslek adlarına bakıldığında dijital dönüşüm süreciyle birlikte bazı meslekler önemini kaybederken altın yakalı çalışanların öneminin giderek arttığı görülmektedir. Özetle, teknik nitelik ve becerileri bakımından bilişim teknolojileri, istatistik, insan-makine-robot etkileşiminde yer alabilecek bilgi ve becerilere sahip olunması zorunludur. Kişisel nitelik ve beceri bakımından ise özdenetim, zaman yönetimi, takım içinde yer alabilme, etkin iletişime sahip olunması gerekmektedir (Çark, 2020: 27). Ayrıca analitik düşünce ve inovasyon, dayanıklılık, stres toleransı ve esneklik, aktif öğrenme ve öğrenme stratejileri, karmaşık problem çözme ve fikir üretme, duygusal zekâ, eleştirel düşünme ve analiz, sorun giderme ve kullanıcı deneyimi, yaratıcılık, özgünlük ve girişim, servis oryantasyonu, liderlik ve sosyal etki, sistem analizi ve değerlendirmesi yer almaktadır (Budak, 2021: 309).

Gelişmiş ülkelerde bu mesleklere dair uzun bir yol alınmışken Türkiye için henüz yeni oluşan hatta oluşmakta olan mesleklerdir denilebilir. Geleceğin meslekleri adı ile ifade edilen konuya ülke yönetimi de önem vermekte ve bazı çalışmalar yürütmektedir. Nitekim "10 Temmuz 2018 tarihli ve 30474 sayılı Resmi Gazetede yayımlanarak yürürlüğe giren 1 Sayılı Cumhurbaşkanlığı Kararnamesi kapsamında T.C. Cumhurbaşkanlığı Dijital Dönüşüm Ofisi" kurulmuştur. Türkiye Cumhurbaşkanlığı Hükümet Sistemi'nin 2019 ile 2023 yılı arasına dair

ilk kalkınma planı dijital dönüşüme ve etkin insan kaynaklarına vurgu yapmaktadır. Akademi, sivil toplum kuruluşları, sanayi ve kamu birimlerinin kısacası tüm paydaşların dijital dönüşüme hazırlanmasına yönelik yapılması gerekenlere yer vermektedir (TCCDDO, 2023). Ayrıca BTK Akademi (2017), üniversite rektörlükleri bünyesinde uygulama ve araştırma merkezleri, Teknoparklar, TÜSİAD ve MÜSİAD kapsamında komiteler ve birimler oluşturulmuştur. Covid-19 salgın sürecinin dünya genelinde yaşanan bir pandemiye dönüşmesi, dijital dönüşümün hızlanmasında ve bununla birlikte yeni mesleklerin kabulünde etkili olmuştur.

2.SOSYAL MEDYA

Medyanın gelişimi, geleneksel medya ve interaktif medya olarak iki çağa ayrılmaktadır. Geleneksel medya, karasal televizyon yayıncılığı, radyo yayıncılığı ve basılı medyanın oluşturduğu tek yönlü iletişim kanallarını kapsayan bir medyadır. Dijital ve mobil teknolojilerin ortaya çıktığı yeni medya çağı ise etkileşim merkezlidir. Dijital iletişim imkânlarının etkisiyle geleneksel medya araçları köklü bir değişimle karşı karşıya kalmıştır. Geleneksel medyanın her aşaması bu süreçte bilgisayar ve internetin sunduğu imkânlarla yeniden yapılandırılmıştır. Teknolojik yeniliklere uyum sağlayanlar yayın hayatlarına devam ederken, uyum sağlayamayanların yayın hayatı sona ermiştir (Bostancı, 2019:18-19).

Bilişim teknolojilerindeki hızlı gelişmeler sonucunda ekonomik ilişkiler ve pazar dinamikleri radikal bir değişim geçirerek yeni iletişim biçimleri, yeni medya olgusunun yapılanmasında rol almıştır. Erken dönemde değişimin teknolojik unsurlarına vurgu yapılmış ve yeni medya, 'internet ve telekomünikasyon ağları sayesinde enformasyon teknolojileri, medya ve bilgisayarların birbirine bağlanması' olarak tanımlanmıştır. 2000'li yıllarda ise yeni medya, "bilginin serbestçe dolaşımını sağlayan, interaktif, kişilerarasından kitlesele doğru çeşitlenebilen, asenkronik teknolojiler"şeklinde tanımlanmıştır (Özdemir&Tellan, 2020: 384). 2000 yılı sonrasında iletişim teknolojilerinin gelişip değişmesi sonucunda sosyal medyanın üzerine inşa edildiği ağ platformları ortaya çıkmıştır. Anolog iletişimin dijital iletişime dönüşmesi, veri akışını hızlandırarak yeni platformlarının ortaya çıkışını sağlamıştır (Özdemir&Tellan, 2020: 388-389).

Sosyal medya, "kullanıcılara enformasyon, düşünce, ilgi ve bilgi paylaşım imkânı tanıyarak karşılıklı etkileşim yaratan çevrimiçi araçlar ve web siteleri için ortak kullanılan bir terimdir" (Aslan, 2019: 40-41). Kişilere profil oluşturma biçimleri sunan (açık ve yarı açık) ve oluşturdukları profil ile başka kişilerin profilleriyle bağ kurma, bu bağ üzerinden dosya paylaşma imkânı veren web tabanlı hizmetler olarak tanımlanmaktadır (Oğuz, 2019: 72).

Günümüzde dünya genelinde olduğu gibi ülkemizde de büyük bir hızla sosyal medya kullanımı artmaktadır. Bu artışta dijital dönüşümün rolü büyüktür. Bunun temel nedeni toplumsal mekanların yerini dijital dönüşümle sanal mekâna bırakmasıdır. Sosyal medya sayesinde birçok kullanıcı paylaşımda bulunarak etkileşim sağlamaktadır (Özcan & Keskin, 2020). Sosyal medya kişilerin hem iş hem de özel yaşamlarına dair istedikleri bilgileri sunmada kolaylık, hız ve seçenek sunmaktadır. Böylece kişilere hem eğlenme hem de kendini ifade etme fırsatı vermektedir (Yurdagül & Elitaş, 2017).

Sosyal medyanın temel özellikleri arasında "katılım, açıklık, etkileşim, topluluk oluşturma, bağlantısallık ve multimedya, erişilebilirlik, kullanılırlık" yer almaktadır (Yıldırım Şen, 2023: 20). Hedef kitlelere ulaşmada hız ve kolaylık sağlamaktadır. Hangi ölçekte olursa olsun işletmelerin ürünlerini mevcut ve potansiyel müşterilere kolaylıkla ucuz biçimde ulaştırmaktadır. Ayrıca ünlülerin sosyal medya hesaplarından paylaştıkları ürünler çabucak talep görmektedir (Özcan & Keskin, 2020). Öte yandan bilgi kirliliği, bireyler arası iletişim kurmanın sanallığa taşınması, boşa zaman harcama gibi olumsuzlukları da mevcuttur (Çalışkan & Mencik, 2015: 264-265).

2.1.Sosyal Medyanın Getirdiği Meslekler

Sosyal medya, YouTube gibi platformların izlencesi üzerinden yeni mesleklerin ortaya çıkışında etkili olmaktadır. Bu durum geleneksel sistem anlayışını değiştirmektedir. Geleneksel sistemde işbölümü ve uzmanlaşmaya dayalı meslek ağlarıyla oluşmuş bir yapı söz konusudur. "Toplumun kurucu unsurları arasında yer alan uzmanlığa dayalı işbölümünün ve profesyonelliğin yıkımına işaret eden bu yeni kültür, mesleki mahrem boyutunda önemli bir sorunun varlığını hissettirmekte ve teşhircilik yoluyla 'yanlış' temsil edilen meslek gruplarının telafisi mümkün olmayan hasarlar aldığını net bir biçimde ortaya koymaktadır" (Yurdagül & Elitaş, 2017).

Sosyal medyanın gelişimiyle oluşmaya başlayan mesleklerin henüz tam anlamıyla profesyonelleşmediği gerçeğiyle birlikte, bu yeni medya ile gündeme gelen yeni meslekler arasında dijital reklamcılık, multimedya sistemleri geliştirme, sosyal medya danışmanlığı, basın ve medya danışmanlığı, internet gazeteciliği, sosyal medya uzmanı, medya yöneticisi, blogger, youtuber, sosyal medya editörü, influencerlık, içerik yöneticiliği sayılabilir (Güler &Akça 2021:114-115).

Gürbüz (2023) ise, sosyal medya mesleklerini şöyle sıralamıştır: Sosyal medya uzmanı, sosyal medya etkinlik uzmanı, e-ticaret uzmanı, dijital pazarlama uzmanı, marka temsilcisi, blogger, sosyal medya strateji uzmanı, içerik editörü, sosyal medya editörü, sosyal medya danışmanı, sosyal medya hukuk danışmanı, sosyal medya muhabiri. Gürbüz (2023), "Sosyal medya alanındaki mesleklerden birinde çalışmak için eğitimli olmanın gerekli olduğunu ve şu anda pek çok üniversitede sosyal medya ve yeni medyayla ilgili bölümlerin bulunduğunu belirtiyor ve bu alanda bir bölümü bitirmemiş olanlar için de sosyal medya meslekleriyle ilgili sertifika alınabilecek kurslara da katılmanın da bir alternatif olabileceğini vurguluyor.

LinkedIn, Kariyer.net gibi dijital platformların ve firmaların (e-ticaret firmalarının, dijital içerik üreten firmaların, danışmanlık ve yazılım firmalarının) web sitelerindeki iş ilanlarında sosyal medya uzmanı, sosyal medya içerik yöneticisi, SEO uzmanı aradıkları görülmektedir.

Sosyal medyada görünürlüğü olan dijital çağın ünlüleri olarak addedilen fenomenler, Youtube, Facebook, Instagram, Twitter gibi sosyal medya platformlarından yayınladıkları içeriklerle kullanıcıların dikkatini çeken, içeriklerin sosyal medyada geniş kitlelere yayılmasıyla popülerliğini artıran kişilerdir (Bostancı, 2019: 86). Bu anlamda her bir sosyal medya platformu kendi fenomenlerini yaratmakta ve bu kişiler yarattıkları çevrimiçi sanal kişiliklerinin beğenilmeleri, takip edilmeleri nedeniyle de gelir elde etmektedirler. Bu da pek çok kişiye paylaşım yapma konusunda cazip gelmekte, kolay yoldan ünlü olma, şöhret ve para kazanma, keşfedilme umudu ile kendisini özenle pazarlamasına neden olmaktadır. Bu alanda ünlü olanlar bulundukları sosyal ağa göre "Youtuber", "TikToker" gibi isimler almaktadır (Soygüder-Baturlar& Günay-Yavuz, 2021: 86). Bu bağlamda sosyal medya mesleklerinin bazıları aşağıda ayrıntılı olarak incelenmiştir.

2.1.1.Sosyal Medya Uzmanlığı

Sosyal medyanın ortaya çıkardığı mesleklerin başında yer alan sosyal medya uzmanlığı komplike bir meslektir. Sosyal medya üzerinden bilgilerin paylaşımına artan talep sonrasında markalarda ilgi duyarak reklam ve imaj politikalarında sosyal medyaya yer vermişlerdir. İşletmeler başta pazarlama, üretim gibi fonksiyonlarına dair iş süreçlerinde yeniden düzenlemeye gitmişlerdir. Bunun sonucunda ise sosyal medya uzmanlığı meslek olarak ortaya çıkmıştır. Facebook, Twitter, Youtube gibi sosyal medya platformlarından daha fazla müşteriye ulaşma çabası içine girmektedirler. Bu dijital ortamda markaların konumlandırılması, marka imajının artırılması, paylaşım stratejilerinin seçimi, rakiplerin analizi, mevcut ve potansiyel müşterilerin eğilimlerinin takibi gibi iş başlıklarını kapsamaktadır (Beliktay, 2012).

2.1.2. İçerik Yöneticisi

Web siteleri ve sosyal medya mecralarında paylaşılmak amacıyla hazırlanan içerikleri denetlemeyle görevli kişiye verilen addır. İçerik yöneticisi; içerik analizi ve paylaşımını denetlemekten, içerik yazarı ve editörünün oluşturduğu paylaşımları kontrol etmekten ve uygunluğunu denetlemekten sorumlu kişidir.
(https://www.kariyer.net/pozisyonlar/icerik+yoneticisi/nedir).

2.1.3.SEO Uzmanı (Arama Motoru Optimizasyonu Uzmanı)

SEO uzmanı, arama motoru optimizasyonu konusunda uzmanlaşmış kişidir. Bir web sitesinin iyileştirilmesinde yardımcı olacak teknikleri uygulayarak bu sitenin önemli arama motorlarında en üst sıralara yerleştirmesine yardımcı olan uzmandır (https://www.albertsolino.com/blog/seo-uzmani/).

2.1.4. Blogger

Blogger, web sitesi için orijinal içerik üreten kişiye verilen addır. Konuları araştırarak hedef kitlenin bu konulara dikkatini çekmek için doğru teknik ve yöntem bulan kişidir. Özellikle blog yazılarını tanıtmak için sosyal medya, e-posta pazarlama ve diğer araçları kullanırlar. Bloggerlar bir web sitesi açıp kaliteli içerikler oluşturarak web sitelerine çok sayıda ziyaretçi çektiklerinde reklam üzerinden gelir elde edebildikleri gibi freelance olarak içerik üretip, satabilirler. İçerik üretimi şirketlerinde, bilişim ve yazılım şirketlerinde ve web tasarım şirketlerinde iş bulabilirler (https://www.iienstitu.com/blog/blogger-nedir-ne-is-yapar).

2.1.5.Vlogger

Video-logger" kelimesinin kısaltılmış halidir. Bu kişiler video odaklı hareket ederler. Yani video üreten, kaydeden kişilerdir. Genellikle günlük konseptte içerik oluştururlar. Günlük yaşamlarından ya da özel bir başlıkla ilgili kesitler kaydederler. Aslında vlogger, blogger'ın video halidir (Güven, 2018).

2.1.6.Youtuber

Youtuberlar, farklı temalarla ilgili sosyal medyada video yayınlarlar. Oyun, teknoloji, moda, güzellik, eğitim, müzik, komedi gibi çeşitli temalarda videolar yayınlamak için Youtube kanalı açan kullanıcılardır. Youtuberlar, yayınladıkları videolarla youtube reklam ağına dahil olarak para kazanmaktadırlar. Takipçi ve izlenme sayılarıyla önemli gelir elde eden ve birer fenomene dönüşen Youtuber sayısı oldukça fazladır (Bostancı, 2019:38). Paylaştıkları videolar ile yüksek takipçi sayılarına ulaşan YouTuber'lar, oldukça geniş kitleleri, tavsiyeleri, düşünceleri, önerileri ile etkilemektedir (Eru vd., 2018:222).

2.1.7. Influencer

Influencerlık, "Sosyal medya aracılığıyla farklı ürün veya hizmetleri kullanarak takipçilerini etkileyen kişi" olarak tanımlanmaktadır (Demir, 2023:43). "Influencerlar, bireysel yaşamlarının ve hayat tarzlarının metinler ve görsel anlatımı vasıtasıyla bloglarda ve sosyal medyada nispeten büyük takipçi toplayan, "reklam vereni" blog ve sosyal medya paylaşımlarına dâhil ederek takiplerinden para kazanan sıradan internet kullanıcılarıdır" (Ünlü Dalaylı, 2021:23). Takipçi sayısı ve paylaşımlarının beğenilme oranı yüksek olan influencerlar hedef müşterilere ulaşma aracı olarak işletmelerin dikkatini çekmektedirler (https://6harf.com/sosyal-medya-sayesinde-hayatimiza-giren-meslekler/). Sosyal medya kanallarında yüksek takipçi sayılarına sahip Influencer'ların paylaşımlarıyla bir ürün ya da hizmet hakkındaki deneyimlerini takipçilerine aktarması ise influencer marketing olarak ifade edilebilir (Kıran vd., 2019:103).

2.1.8. TikToker

TikTok'ta içerik üreten kişilere TikToker denilmektedir (Tam, 2022: 149). Cep telefonuyla erişilebilen uygulama, kullanıcıların 3 ila 15 saniye veya 3 ila 60 saniye içinde kısa dudak senkronizasyonu, danslar, oyun oynama, kendin yap, yemek videoları vb. oluşturmasına olanak tanır. 60 saniyeye kadar video yayınlanmasına olanak tanıyan bu uygulama, kolaylıkla ses, efekt, müzik, dizi-film replikleri gibi eklemeler yapmaya da izin vermektedir. İçeriğin şirket yerine kullanıcılar tarafından üretildiği tipik bir kullanıcı tarafından oluşturulan içerik platformudur. Video üretimi dışında, kullanıcılar, diğer kullanıcılar tarafından oluşturulan videoları görüntüleyerek, paylaşarak ve bunlara yorum yaparak TikTok'a dahil olurlar. (Soygüder Baturlar& Günay Yavuz., 2021: 91; Yang, 2020:4).

2.2.Sosyal Medyadaki İşler Meslek Olarak Addedilebilir mi?

Bir şeyin iş ya da meslek olarak kabul edilebilmesi profesyonellik kriterine bağlıdır. Profesyonellik, bir işle ilgili görevlerin ifası için bir eğitim görme, bu eğitimde edinilen ve öğrenilen bilgi ve birikimlerin eyleme geçirilmesi sürecidir. Bu bağlamda profesyonellik, eğitim almış uzman kişilerce yürütülen meslekler şeklinde ifade edilebilir. Bir işi profesyonel bir meslek olarak değerlendirebilmek için ilk koşul; bir süreci kapsayan etkin bir eğitimin alınması gerekliliğidir. Yeni medyada varlık gösteren mesleklere bakıldığında, bu mecrada iş yapan bireylerin genellikle alaylı bir biçimde yetiştiği görülmektedir. Bireylerin kendi çabalarıyla elde ettiği bir meslek edinme sürecinden bahsedilebilir. Ancak bu yeni medya alanının doğru biçimde gelişmesi için, eğitimle desteklenmesi ve profesyonel anlamda işinin uzmanı olan bireylerin yetiştirilmesi gerekmektedir. (Güler&Akça, 2021: 115)

Şimşek & Çelik (2012:6) bu koşula ek olarak, toplumda bir uğraşın meslek sayılabilmesi için taşıması gereken diğer koşulları şu şekilde sıralamaktadır:

- Belli bir eğitimi tamamlama ve konusunda sistemli bir bilgi sahibi olma,
- Uzmanlaşmış bir uygulama,
- Mesleğe giriş ve mesleğin icrasında kesin standartlara sahip olma,
- Ahlak kurallarına uyma,
- Sosyal sorumluluk ve kendi kendini kontrol etme.

YÖK'ÜN 2023 Tercih atlası verilerine göre Türkiye'de lisans ve önlisans düzeyinde 'Yeni Medya', 'Yeni Medya ve İletişim', 'Yeni Medya Gazetecilik' ve 'Sosyal Medya Yöneticiliği' bölümlerinin olduğu görülmektedir. Yeni Medya bölümünün 3 Vakıf Üniversitesinde, 'Yeni Medya ve Gazetecilik' bölümünün Atatürk Üniversitesi Açıköğretim Fakültesinde Önlisans düzeyinde, 'Yeni Medya ve İletişim' bölümünün 20 üniversitede fakülteler bünyesinde (3'ü Devlet, 17'si Vakıf üniversitesi olmak üzere) ve 'Yeni Medya' bölümünün Karamanoğlu Mehmetbey Üniversitesinde Uygulamalı Bilimler Yüksekokulunda 4 yıllık bir bölüm şeklinde açılmış olduğu, 'Sosyal Medya Yöneticiliği'nin ise Anadolu Üniversitesi Açıköğretim Fakültesinde 2 yıllık ön lisans programı olarak açılmış olduğu görülmektedir (YÖK Tercih Atlası, 2023).

Bununla birlikle, 'Medya ve İletişim Yönetimi', 'Sosyal Medya ve İletişim', 'Dijital Medya ve Görsel İşitsel Tasarım', 'Yeni Medya ve İletişim', 'Yeni Medya ve İletişim Yönetimi', 'Yeni Medya ve Gazetecilik', 'Görsel İletişim Dijital Medya', 'Yeni Medya', 'Yeni Medya ve Gazetecilik', 'Yeni Medya İletişim ve Habercilik' isimli tezli ve tezsiz yüksek lisans bölümlerinin ise çoğunlukla İstanbul'daki üniversitelerde, Ankara ve İzmir'de açılmış olduğu görülmektedir (Özarslan, 2019:163).

Türkiye'de toplam 208 üniversite bulunmaktadır. Bu üniversitelerin 129'u devlet üniversitesi, 75'i Vakıf Üniversitesi ve 4'ü de Vakıf Meslek Yüksekokuludur (https://tr.wikipedia.org). Bu bağlamda bir değerlendirme yapıldığında devlet üniversitelerinde 'Yeni Medya ve Sosyal

Medya' bölümlerinin çok kısıtlı üniversitede açıldığı, bu bölümlerin daha çok vakıf üniversitelerinde bulunduğu, Türkiye'deki toplam üniversite sayısına bakıldığında henüz bu bölümlerin Türkiye geneline yayılmadığı ancak bu anlamda üniversitelerde bazı adımların atıldığı görülmektedir. Gelecek vadeden sosyal medya mesleklerinin uzmanları tarafından profesyonelce yürütülmeleri için ülke genelinde yaygın bir eğitimin sağlanması gerekmektedir. Sosyal medya meslekleri gelişme trendi gösterirken ve üniversitelerde eğitim veren bölümlerle birlikte bu meslekler profesyonelleşirken bu mesleklere ilişkin etik kuralların oluşturulması da gerekmektedir. Hem yeni medya üzerinden etik ihlalleriyle ilgili yapılan çalışmaların artırılması, gerekli yasaların çıkarılması, hem de mesleki anlamda etik standartların oluşturulması yeni medya alanlarının daha güvenli ve kontrollü bir şekilde gelişmesi ve bu mesleklerin saygınlığının artması bakımından önem arz etmektedir.

2.3.Sosyal Medya Meslekleri Yeni Nesil İçin Çekici Mi?

Sosyal medyanın özellikle yeni neslin meslek seçiminde etkili olduğu son zamanlarda çocukların ve ergenlerin meslek seçimlerinin youtuber, gamer veya influencer şeklinde olduğu ve daha kolay para kazanma, ünlü olma ve tanınmanın yeni nesil için daha çekici geldiği uzmanlar tarafından ifade edilmektedir (CNN Türk, 2023).

Ergen (2019) ilköğretim öğrencileri üzerinde yaptığı çalışmasında çocukların Youtuberları, kendilerine örnek alarak büyüyünce Youtuber olmak istedikleri sonucuna ulaşmış ve çalışmada çocuklar; tanınmak, bilinmek, popüler olmak ve herkes tarafından sevilmek arzusuyla Youtuber olmak istediklerini belirtmişlerdir.

Kızılkaya (2021)'in önlisans öğrencileriyle gerçekleştirdiği nitel çalışmada TikTok kullanan gençler videoları beğenildikçe ve takipçi sayısı artıkça özgüven kazandıklarını belirtmişlerdir. Çalışmada bir öğrenci, TikTok'taki video üretim kolaylığı üzerinden bir kariyer planı yaptığını ve bu sayede gelir edinme motivasyonu edindiğini ifade etmiştir.

Çocukların ve gençlerin doğru meslek tercihi yapabilmesi ve yeni medya alanından olumlu biçimde etkilenebilmesi için ebeveynlere de büyük görevler düşmektedir. Dijital çağın gereklilikleri konusunda zorlanan ebeveynlerin öncelikle teknolojiye ilgi duymaları, yeniliklere açık olmaları gerekmektedir. Dijital çağda başarılı bir ebeveyn olabilmek için, dijital çocukların ve gençlerin kullandığı teknolojileri yakından tanımak, onların iletişim ve sosyalleşme biçimlerine ayak uydurmak konusunda adım atılmalıdır. Yasaklayıcı yöntemler yerine gerektiğinde sınırlandırıcı ve özellikle teşvik edici yöntemler tercih edilmelidir (Bostancı, 2019:78).

SONUÇ

Dijital dünyanın dijital mesleklerinin ve bu meslekler içinde yer alan sosyal medya mesleklerinin gün geçtikçe daha fazla öne çıktığı görülmektedir. Sosyal medya mesleklerinin gelecekte var olması bugünden bu alanlara doğru yatırım yapılmasına bağlıdır. Sosyal medyada varlık gösteren influencerlar, youtuberlar, bloggerlar, tiktokerlar yani sosyal medyanın fenomenleri yeni neslin bugüne ve geleceğe dair algılarını yeniden şekillendirmektedir. Şu anda görünürlüğü en fazla olan bu meslekler çocuklar ve gençler için kolay para kazanmanın yolu olarak da görülebilmektedir. Ancak bu mesleklerin birçoğunun profesyonellikten uzak bir şekilde yürütüldüğü, yeni medya alanında üretilen içeriklerin bir kısmının etik kaygılardan uzak bir şekilde üretildiği ve paylaşıldığı görülmektedir. Hem toplumun ahlaki ve kültürel değerlerinin korunması hem de yeni neslin yeni medyanın yeni mesleklerini profesyonel bir şekilde yürütebilmesi için bu sürecin doğru bir şekilde yönetilmesi gerekliliği ortaya çıkmaktadır.

Sadece görünürlüğü olan bu mesleklerin değil görünürlüğü olmayan ancak daha fazla gelecek vadeden diğer sosyal medya ve yeni medya mesleklerinin de profesyonelleşmesi bağlamında

eğitim müfredatlarının yeniden güncellenmesi, ilkokul, ortaokul, lise, ön lisans, lisans ve lisansüstü düzeyde yeni derslerin/yeni bölümlerin açılması, yeni neslin dijital becerilerinin ve yetkinliklerinin geleceğin mesleklerine uygun biçimde yeniden dizayn edilmesi gerekmektedir. Ayrıca bu mesleklere ilişkin ahlaki etik kuralların oluşturulması, yeni medyanın sıkı bir denetime tabi olması, bu anlamda gerekli alt yapının tesisi de gerekmektedir. Şunu unutmamak gerekir ki 'Kontrolsüz güç, güç değildir'. Bu bağlamda ailelere de büyük sorumluluklar düşmektedir. Dijital ebeveynlerin bilinçli yaklaşımları da gençlerin ve çocukların dijital meslek tercihlerinde bilinçli hareket etmelerinde yardımcı olacaktır.

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Yönetim Alanında Metaverse

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ÖZET

Son yıllarda özellikle endüstri 4.0 bileşenleri olarak ifade edilen teknolojilerde yaşanan gelişmeler ile birlikte meta ve evren kelimelerinden müteşekkil olan "metaverse" kavramı pek çok disiplin tarafından ele alınmaktadır. Yönetim ve işletme sahasının da bu güncel eğilimden etkilendiği görülmektedir. Çok yakın bir geçmişi olan bu konu ile ilgili yönetim ve işletme alanında uluslararası alan yazının gelmiş olduğu nokta, çalışma konuları, farklı konularla olan ilişkileri ve konunun sınırları ile ilgili bilgi edinmek amacıyla bu çalışma yürütülmüştür. Bu maksatla WoS veri tabanında alan adı kısmında "metaverse" anahtar kelimesi ile yapılan arama sonucunda 1069 adet yayına ulaşılmıştır. Bu yayınlardan işletme ve yönetim alanında olanlar filtrelenmiş ve geriye kalan 69 yayın incelenmiştir. Yapılan incelemede son iki yılda konuya olan ilginin bir hayli yükseldiği görülmektedir. ABD, UK, Almanya ve Çin Halk Cumhuriyeti merkezli yayınlar başı çekerken özellikle pazarlama alanı ve turizm işletmesi alanında çalışmaların öne çıktığı görülmektedir.

Anahtar Kelimeler: Metaverse, İşletme, Yönetim, Literatür incelemesi

Metaverse in Management Discipline

ABSTRACT

In recent years, the concept of "metaverse", which consists of the words meta and universe, has been discussed by many disciplines, especially with the developments in technologies expressed as industry 4.0 components. It is seen that the field of management and business is also affected by this current trend. This study was carried out in order to obtain information about the point of the international literature in the field of management and business related to this subject, which has a very recent history, its working subjects, its relations with different subjects and the boundaries of the subject. For this purpose, 1069 publications were found as a result of the search made with the keyword "metaverse" in the domain name section of the WoS database. Among these publications, those in the field of business and management were filtered and the remaining 69 publications were examined. In the examination, it is seen that the interest in the subject has increased considerably in the last two years. While publications based in the USA, UK, Germany and the People's Republic of China take the lead, it is seen that studies in the field of marketing and tourism management stand out.

Keywords: Metaverse, Business, Management, Literature review

GİRİŞ

İnternet ve bilgi teknolojilerinde yaşanan gelişmeler doğrultusunda bu teknolojilerin kullanıcı sayılarının her geçen gün katlanarak arttığı görülmektedir. 2022 yılında 7,91 milyar dünyada yaşayan insanın 4,95 milyarı yani %62,5'i internet kullanıcısı iken 2023 yılında 8,01 milyar insanın 5,16 milyarı yani %64,4'ü internet kullanıcı olmuştur. 2022 yılında 5,31 milyar olan mobil telefon kullanıcı sayısı 2023 yılında 5,44 milyara yükselmiştir. Benzer artış sosyal medya kullanıcı sayılarında da görülmekte olup 2022 yılında dünya nüfusunun %58,4'ü yani 4,62 milyarı sosyal medya kullanıcısı iken 2023 yılında bu oran %59,4'e yani 4,76 milyara yükselmiştir. Farklı bir deyişle 2023 yılında 2022 yılına kıyasla dünya nüfusu %0,8 artarken internet kullanıcılarının %1,9, aktif sosyal medya kullanıcılarının oranı %3, mobil telefon kullanıcılarının oranı ise %3,2 artmıştır (We Are Social, 2023).

Türkiye'de durum dünyadakine benzer olup, 2022yılında 85,30 milyon olan ülke nüfusu 2023 yılında 499 bin kişi ile %0,6'lık bir artış ile dünyada nüfus artış sıralamasında 18.sırada yer almaktadır. 2022 yılında nüfusun yaklaşık 78 milyonu yani yaklaşık %91,4'ü mobil telefon kullanıcısı iken bu rakam 2023 yılında %3,2 yani 2,6 milyonluk artışla 81,68 milyona yani nüfusun yaklaşık %95,4'üne yükselmiştir. Aynı şekilde 2022 yılında Türkiye'de internet kullanıcılarının 69,95 milyon ile %82 olan oranı, 2023 yılında %0,6'lık bir oran ve 416 bin kişilik artışla %83,4'lük bir oranla 71,38 milyona yükselmiştir (We Are Social, 2023).

Dünyadaki ve Türkiye'deki bu rakamlar bize internet kullanımı ve dijital teknolojilere olan alakanın her geçen gün giderek yükseldiğini göstermesi açısından oldukça manidardır. Bu teknolojilerin ve kullanım oranlarının artışı ile birlikte "metaverse, sanal evren, ikinci dünya, sanal dünya, sanal gerçeklik, artırılmış gerçeklik gibi kavramların" kavram dünyamıza dahil olduklarını gözlemlemekteyiz. Bu kavramın bugün genel geçer bir moda kavram mı yoksa bireysel, örgütsel ve toplumsal köklü değişimlere neden olacak devrimsel bir teknoloji olup olmadığının anlaşılabilmesi oldukça önemlidir. Özellikle bu tarz teknolojilerin yıkıcı etkilerinden korunabilmek ve yapıcı etkilerinden istifade edebilmek bu oldukça önemli bir ön alma olacaktır. Bugün gerek özel sektörde gerek akademik camiada bu teknolojinin artan bir ilgiye mazhar olduğu görülmektedir.

Özellikle endüstri 4.0, toplum 5.0 gibi dijital teknolojilerinin endüstriyel yaşamda ve sosyal yaşamda bileşenleri ile birlikte yaygınlaşması neticesinde bu yayılma hızının ivmesinin giderek arttığı görülmektedir. Nesnelerin interneti, bulut bilişim, yapay zekâ, sibernetik fiziksel sistemler, robotik gibi teknoloji bileşenleri ve bu bileşenlerinin tesir ve etkilerinin artık sadece endüstriyel yaşamda değil gündelik yaşantının hemen hemen her noktasında görülmeye başlandığı zamanların içinden geçilmektedir.

Özellikle bulut bilişim, yapay zekâ ve nesnelerin interneti alanında yaşanan gelişmelerin nihai sonucu olarak giyilebilir teknolojiler alanında önemli teknolojik gelişmeler yaşandığı bugünün bir gerçeği olagelmiştir. Veri yakalayıcısı küçük sensörlerin bulut bilişim alt yapısının sunduğu imkanlar doğrultusunda topladıkları verileri yapay zekâ ile donatılmış veri tabanlarına iletmeleri, yapay zeka tarafından bu verilerin anlamlı enformasyona ve bilgiye dönüştürülmesi sonucunda kullanıcılara sözlü, görsel, işitsel ve dokunsal bildirimler ile geri bildiri yapılması şeklinde işleyen bir süreç artırılmış bir sanal gerçeklik ortamı sunmasının önünü açmıştır. Bu durum özellikle metaverse kavramını literatüre kazandırmış ve bugün hemen her disiplin

tarafından merak edilen ve incelenen bir konuma getirmiştir. Yönetim alanı da son yıllarda bu kavrama ve bu kavramın getirdiği yeniliklere ilgi duymaya başlamış olup halihazırda konuyla ilgili sınırların ne olduğu daha tam olarak netleşmemiştir.

Bu çalışmada metaverse kavramının yönetim disiplini açısından ne ifade ettiği, yönetim disiplini içerisinde konunun hangi boyutları ile hangi ülkeler, hangi araştırmacılar tarafından hangi yoğunluk ve kavramlar ile irtibatlı olarak çalışıldığının anlaşılabilmesi amaçlanmıştır. Bu doğrultuda uluslararası alan yazınını ihtiva eden WoS veri tabanlarında yönetim sahasında "metaverse" hakkında yürütülen çalışmalar bibliyometrik yöntem ile incelenmiştir. Ulaşılan bulgular doğrultusunda yönetim alan yazını içerisinde kavramın sınırları, sınırlılıkları ve çalışma yoğunluğu ile ilgili bilgiler değerlendirilmiştir.

1. META-VERSE

Uluslararası alan yazında ilk olarak "metaverse" kavramının yazar Neal Stephenson tarafından 1992 yılında yazdığı "Snow Crash" adlı eserinde kullanıldığı ifade edilmekte olup, ardından 2003 yılında etkileşime başlayan "second life" platformu kavramın yaygınlaşmasına neden olmuştur (Sparkes, 2021). Kavramın asıl ünü ve yaygınlaşmasında ise Mark Zuckerberg'in 2021 yılı Ekim ayında Facebook adlı sosyal medya platformunun ismini "meta" ismine dönüştüreceği ve metaverse teknolojisine ciddi yatırımlar yapacağını duyurmasının etkisi büyüktür (Damar, 2021, s. 1). Zuckerberg Facebook'un mevcut web ve uygulama sürümlerine ek olarak, artırılmış gerçeklik veya sanal gerçeklik evrenleri sunacağını bildirmesi neticesinde dünyanın metaverse kavramına ilgisi daha da artmıştır (Sparkes, 2021).

Metaverse ve platformlardaki yayınların sayısı hızla artmasına rağmen, metaverse kavramının yaygın olarak kabul edilen ve tutarlı bir tanımı yoktur (Peukert vd., 2022; Schobel & Leimeister, 2023). Bu konu hakkında çalışanlar kendi disiplinleri açısından çeşitli tanımlar geliştirmişlerdir.

Bilgisayar sihirbazları, sosyal medya ağları, sanal 3 boyutlu dünyalar, artırılmış gerçeklik uygulamaları ve karşılıklı ağ oyunları üzerinden gelişen ve tanımlanan bu yeni kavram veya teknoloji; gerçek dünyadaki gerçekliği veya alternatif olarak sanallığı algılama şeklimizi değiştirecek ve böylece gerçek dünyaya paralel olarak var olacak dijital dünya olarak tanımlanmaktadır (Panda, 2022, s. 3).

Bugün metaverse pek çok alanda görülmektedir. Özellikle oyun endüstrisinde adından sıklıkla söz ettiren metaverse çevrimiçi oyun sitelerinde "secondlife" gibi sitelerde gerçek hayat ile sanal hayatı birleştirerek metevren deneyimleri sunmaktadır (Papagiannidis vd., 2008, ss. 611-612).

2. YÖNETİM VE İŞLETME ALANINDA META-VERSE

Şu anda, alan yazında ve sektörlerde görebildiğimiz kadarıyla, herkes kendi metaverse tanımını yapıyor ve metaverse kavramından ne anladığını ifade etmeye çalışıyor, bu nedenle, konu hakkında mevcut uygulama alanlarının yanı sıra görüşler de oldukça çeşitlidir. Hemen hemen her büyük dijital oyuncu şu anda metaverse konseptini tartışıyor ve bunun işlerini nasıl etkileyebileceğini keşfetmeye çalışıyor. Hatta bazı şirketlerin, metaverse çatısı altında (örn. The

Sandbox) ürünlerinin ve platformlarının reklamlarını bile yapmaya başladığı görülmektedir (Peukert vd., 2022, s. 401).

Bugün metaverse dendiğinde hemen hemen geleneksel tüm sektörlerin bu dönüşüme dahil olduğu dikkat çekmektedir. Pazarlama ve satış sahasında da metaverse yoğun olarak tartışılmaktadır. Artırılmış gerçeklik pazarlaması çatısı altında stratejiler, potansiyel zorluk ve avantajlarını ele alan pek çok çalışma görülmektedir (Rauschnabel vd., 2022, s. 1140). Perakendecilik sektörü de bu alanlardan biridir. Geleneksel perakendeciliğin e-ticaret ile birlikte sanal alışveriş deneyimleri doğrultusunda metaverse perakendeciliği olarak ele alındığı görülmektedir (Bourlakis vd., 2009, s. 139; Gadalla vd., 2013; Hassouneh & Brengman, 2015a, 2015b; Swilley, 2016).

Turizm ve seyahat endüstrisinde de metaverse teknolojisine artan bir ilgili olduğu görülmektedir. Artan sanal gerçeklik ve artırılmış sanal deneyimler ile birlikte turizm yönetimi ve pazarlamasında da ciddi dönüşümler meydana gelmekte, müşteri deneyimleri ve yeniden değer yaratma konularında önemli yenilikler ortaya çıkarmaktadır (Buhalis, Leung, vd., 2023; Buhalis, Lin, vd., 2023; Buhalis, O'Connor, vd., 2023; Gursoy vd., 2022; Tsai, 2022). Lüks tüketim, lüks markalar ve marka sadakati gibi müşteri ve marka ilişkilerinde metaverse teknolojisinin etkileri de göz ardı edilemeyecek durumdadır (Belei vd., 2011; Jiang vd., 2023; J. Kim & Bae, 2023; Lee vd., 2023).

Metverse kavramı ile birlikte para ve paranın dolaşımı ve finansal yönetim ile ilgili de birtakım farklılıklar görülmektedir. Özellikle dijital dönüşümün nihai bir sonucu olarak görülen kripto para ve "non-fungible tokens – takas edilemez jetonlar (NFT)" bu sürecin doğal bir sonucu olarak karşılanmaktadır (Belk vd., 2022; Hartwich vd., 2023; Lee vd., 2023; Smith, 2022). Bu kapsamda blockcahin gibi kripto para teknolojilerine de araştırmalar da yer verilmektedir (Tan & Salo, 2023; Tan & Saraniemi, 2022; Zhan vd., 2023).

Pek çok endüstride metaverse ile beraber sanal evrenlerin kişileri olan avatar ve avatar gerçekliği konusu da yine tartışılan konular arasında yer almakta. Sanal asistanlardan, oyun karakterlerine, hizmet sunucularından sosyal medya profillerine kadar çok geniş bir alanda ele alınmaktadır (D. Kim vd., 2023; Park & Kim, 2023; Sestino & D'Angelo, 2023). Hatta öyle ki yaşam memnuniyetini artırmaya yönelik ruh hali yönetimine kadar çok geniş bir sahayı kapsamaktadır (Choi vd., 2023).

3. YÖNTEM

Bu alan yazın incelemesinin başlıca amacı göreceli güncel bir kavram olan "meta-verse" kavramı ile ilgili yazını belli disiplinlerin sınırları içerisinde incelemek ve bu doğrultuda yönetim alanında kavramla ilgili mevut durumun anlaşılması ve kavramla ilgili sınırların, sınırlılıkların, güncel değerlendirme ve çalışmaların geldiği aşama ve durum tespitinin yapılmasıdır. Bu maksatla WoS veri tabanlarında yer alan yönetim (management) ve işletme (business) sahasında çalışılmış metaverse kavramını barındıran yayınlar taranarak incelenmiştir. Alandaki mevcut ve genel yaklaşımların keşfi için bibliyometrik analiz yöntemi ile 29 Mayıs 2023 tarihinde Web of Science (WoS) temel kategorisinde yer alan çalışmalar konu adı kısmına "metaverse" yazarak, tüm zamanları kapsayacak şekilde filtrelenerek 1108

adet yayına ulaşılmıştır. Yönetim ve işletme alanındaki genel durumu görmek için "yönetim" ve "işletme" alanındaki çalışmalar süzülerek 73 adet yayına ulaşılmıştır.

WoS veri tabanlarından yönetim ve işletme sahasında yayınlanan metaverse konusunda yapılan 73 adet yayın, WoS veri tabanında sunulan temel analizler ve VOSviewer paket programı yardımıyla analiz edilmiştir. Ulaşılan 73 adet yayın; yayın türü, yayın yılı, yayınlandığı dergi, yayın sahibi ülke ile yazarlar ve ortak kelime analizi yöntemi seçeneğiyle performans analizi yapılmıştır. Ardından VOSviewer ile ortak anahtar kelimelerin kullanımından hareketle bilimsel haritalama yapılmıştır. Çalışmaların yayın yılları, hangi yazarların ne sıklıkta yayın yaptığı, hangi ülkelerde en çok yayın yapıldığı gibi analizler de yürütülmüştür.

3.1. Metaverse Yazınına İlişkin Bulgular

WoS veri tabanları üzerinden ulaşılan 73 yayından oluşan veri kümesinin bibliyometrik analizi neticesinde elde edilen bulgulara bu bölümde yer verilmiştir. Bu bölümde yayın türüne, yayın yılına, dergi adına, yayın sayısına, yayın yapılan ülkelere yer verilmiş. Böylece alan yazının halihazırda güncel durumunu yansıtmayı amaçlayan göstergeler yardımıyla ***performans analizi*** ve alanın bilişsel ve zihni yapısı ile eğilimleri tespit etmek için görsel bir yöntem olan ***bilimsel alan haritalama*** analizlerinden (Bağış, 2021; Öztürk, 2021) istifade edilmiştir. İlk başta "metaverse" kavramına ilişkin ilgili alanlarda kavramın performans analizi gerçekleştirilmiştir. Bu doğrultuda ulaşılan yayınların; yayın türü, yayınlan zamanı ve yayınların ülkesine yönelik bulgular analiz edilmiştir. WoS yazınında taramanın gerçekleştirildiği tarihe kadar yayınlanmış metaverse alanında ulaşılan 73 adet çalışmanın yayın türü ve tarandığı indeks bilgileri tablo 1'de gösterilmektedir.

Tablo-1: Çalışmaların Yayın Türü

Yayın Türü	Yayın Sayısı	73'ün %	WoS İndex	Yayın Sayısı	73'ün %
Araştırma Makalesi	58	79.452	SSCI	57	78,082
Erken Erişim	15	20.548	ESCI	11	15,068
Editörlü Çalışma	9	12.329	SCIE	9	12,329
Bildiri	5	6.849	CPCI-SSH	5	6,849
Derleme	1	1.370	CPCI-S	3	4,110

WoS indeksinde "metaverse" ile ilgili işletme ve yönetim sahasında yapılan çalışmalar türlerine göre incelendiğinde çalışmaların yaklaşık %80 gibi büyük çoğunluğu araştırma makalesi, yaklaşık %20'si ise kitap ve kitap bölümü, tebliğ ve derleme çalışmalarından oluşmaktadır. Mevcut ulaşılan 73 yayından 15'i erken erişim yayındır. Bu da konunun yeni bir çalışma sahası olduğunu göstermesi açısından anlamlıdır. Yayınların %78,082 gibi önemli bir çoğunluğu Social Science Citation Index - Sosyal Bilimler Atıf İndeksi (SSCI), %15,068'i Emerging Sources Citation Index – Gelişmekte Olan Kaynaklar Atıf Dizini (ESCI), %12,329'u Science Citation Index Expanded – Genişletilmiş Bilimsel Atıf Dizini (SCIE), yaklaşık %11'i ise Conference Proceedings Citation Index – Konferans Bildirileri Atıf Dizini (CPCI) içerisinde yer almaktadır.

WoS indeksinde yönetim ve işletme sahasında yayınlanan yayınların yayın tarihleri de konunun gelişimi hakkında önemli ipuçları sunmaktadır. Yayın yıllarına göre dağılım tablo 2'de sunulmaktadır.

Tablo-2: Çalışmaların Yayın Yılları

Yayın yılları	Yayın Sayısı	73'ün %
2022	34	46.575
2023	25	34.247
2008	2	2.740
2011	2	2.740
2013	2	2.740
2015	2	2.740
2021	2	2.740
2009	1	1.370
2010	1	1.370
2016	1	1.370
2018	1	1.370

Tablo 2 incelendiğinde en eski tarihli yayının 2008 yılında yayınlandığı görülmekle birlikte toplam yayın sayısı dikkate alındığında "metaverse" konusunda işletme ve yönetim alanında özellikle son 2 yılda yayın hızının arttığı görülmektedir. Öyle ki yayınların yaklaşık %80'i 2022 ve 2023 yılında yayınlanmıştır. 2022 yılına kadar yapılan çalışmaların sayısı ise sadece 14'tür. Bu analizin Mayıs 2023 itibariyle yapıldığı ve tablo 1'de verilen erken erişime sahip 15 yayın da göz önünde bulundurulduğunda yayın sayısının giderek yükselen bir ivme yakaladığı ortadadır. Bu da işletme ve yönetim sahasında metaverse konusunun giderek araştırmacıların dikkatini çektiğini göstermesi açısından oldukça manidardır.

İşletme ve Yönetim sahasında metaverse konusunda yayınlanan yayınların en çok yayınlandıkları dergiler ise tablo 3'de gösterilmektedir.

Tablo-3: Çalışmaların Yayınlandığı Yerler

Yayın Başlığı	Yayın Sayısı	73'ün %
TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE	7	9.589
PSYCHOLOGY MARKETING	4	5.479
INTERNET RESEARCH	3	4.110
JOURNAL OF BUSINESS RESEARCH	3	4.110
JOURNAL OF THEORETICAL AND APPLIED ELECTRONIC COMMERCE RESEARCH	3	4.110

ASIA PACIFIC JOURNAL OF MARKETING AND LOGISTICS	2	2.740
BUSINESS HORIZONS	2	2.740
HARVARD BUSINESS REVIEW	2	2.740
INTERNATIONAL JOURNAL OF ADVERTISING	2	2.740
INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT	2	2.740
JOURNAL OF THE ACADEMY OF MARKETING SCIENCE	2	2.740
SERVICE INDUSTRIES JOURNAL	2	2.740
TECHNOVATION	2	2.740

Tablo 3 incelendiğinde en çok yayının 7 yayın ile Elsevier tarafından yılda 9 sayı yayınlanan, SSCI indeksinde bulunan ve 1969 yılından beri yayınlanan "Technological Forecasting And Social Change" dergisi ve 4 yayın ile Wiley tarafından yılda 12 sayı olarak yayınlanan SSCI indeksinde bulunan ve 1984 yılından beri yayınlanan "Psychology Marketing" dergisinde yayınlandığı görülmektedir. Daha sonra Emerald tarafından yılda 5 sayı yayınlanan, SCIE indeksinde bulunan ve 1991 yılından beri yayınlanan "Internet Research", Elsevier tarafından yılda 12 sayı yayınlanan, SSCI indeksinde bulunan ve 1973 yılından beri yayınlanan "Journal of Business Research" ve MDPI tarafından yılda 4 sayı yayınlanan, SSCI indeksinde bulunan ve 2006 yılından beri yayınlanan "Journal of Theoretical And Applied Electronic Commerce Research" dergileri 3 yayın ile konu hakkında en çok yayın yapan dergiler olmuştur.

Yayınların yapıldığı ülkelere göre dağılım ise tablo 4'de sunulmaktadır.

Tablo-4: Yayınların Ülkelere Göre Dağılımı

Ülkeler/Bölgeler	Yayın Sayısı	73'ün %
USA	17	23.288
ENGLAND	15	20.548
GERMANY	12	16.438
PEOPLES R CHINA	10	13.699
AUSTRALIA	8	10.959
SOUTH KOREA	6	8.219
FINLAND	5	6.849
FRANCE	5	6.849
ITALY	5	6.849
SOUTH AFRICA	4	5.479
SWITZERLAND	4	5.479
INDIA	3	4.110
NORWAY	3	4.110
AUSTRIA	2	2.740
BELGIUM	2	2.740
BRAZIL	2	2.740
CANADA	2	2.740

DENMARK	2	2.740
IRELAND	2	2.740
MALAYSIA	2	2.740
NETHERLANDS	2	2.740
PORTUGAL	2	2.740
SPAIN	2	2.740
TAIWAN	2	2.740

Not: 39 kayıttan 24'ü gösteriliyor, 4 kayıt (%5,479) analiz edilen alanda veri içermiyor

Yayınların ülkelere göre dağılımı incelendiğinde en çok yayın sırasıyla Amerika Birleşik Devletleri, İngiltere, Almanya ve Çin Halk Cumhuriyeti merkezlidir. Metaverse konusunda WoS veri tabanında işletme ve yönetim sahasında yapılan çalışmaların yaklaşık %74'ü bu ülkelerde üretilmiştir. Yunanistan, İsrail, Japonya, Lüksemburg, Yeni Zelanda, Pakistan, Filistin, Katar, Romanya, İskoçya, Sırbistan, Singapur, Türkiye, Vietnam ve Galler gibi ülkeler ise bu alanda 1 yayınla en az yayın yapılan ülkelerdir. Bu yayınların WoS veri tabanında hangi kategorilere ait olduğunu analiz etmek amacıyla tablo 5'te WoS kategorileri sunulmaktadır.

Tablo-5: Yayınların Yazar Dağılımı

Yazarlar	Yayın Sayısı
Buhalis D	4
Ahn SJ	3
Kim J	3
Rauschnabel PA	3
Tan TM	3
Belk R	2
Bourlakis M	2
Brengman M	2
De Ruyter K	2
Felix R	2
Hassouneh D	2
Hinsch C	2
Kim D	2
Korbel JJ	2
Kraus S	2
Lee HK	2
Leung D	2
Li F	2
Papagiannidis S	2
Salo J	2
Sharma A	2

Zarnekow R	2

Tablo 5'te 2 ve daha fazla yayın sayısına sahip yazarlar paylaşılmış olup, en çok yayın yapan yazar 4 yayın ile Buhalis D olarak gözükmektedir. Buhalis D, üç yazarlı üç yayında (Buhalis, Leung, vd., 2023; Buhalis, Lin, vd., 2023; Buhalis, O'Connor, vd., 2023) birinci yazar, yirmi yedi yazarlı bir yayında (Dwivedi vd., 2023) dokuzuncu yazar olarak yer almaktadır.

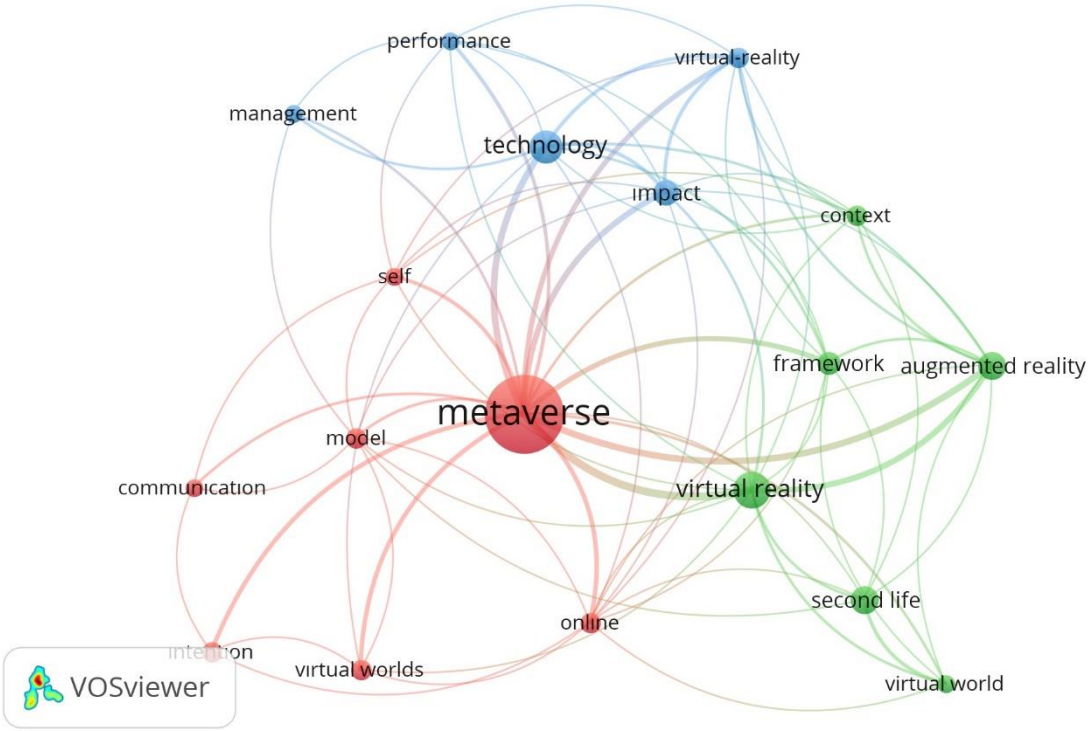
Kim J, WoS veri tabanı analizinde 4 yayın olarak gösterilmekte fakat bu durumun yayınlar incelendiğinde isim benzerliğinden kaynaklandığı anlaşılmaktadır. Georgia Üniversitesinde görev yapan Jooyoung Kim ve Sun Joo (Grace) Ahn 3 yayına sahiptir. Güney Koreli Juran Kim ise bir yayına (Kim & Bae, 2023) sahiptir. WoS analizinde Kim, J olarak bu iki ismin yayını tek bir yazarın gibi yanlış bir gösterim yapılmıştır.

Kim, bu yayınlardan üç yazarlı yayınlanan ikisinde (Ahn vd., 2022, 2023) ikinci yazar, yirmi yedi yazarlı diğer yayında (Dwivedi vd., 2023) ise on yedinci yazar, Ahn SJ ise üç adet yayının üç yazarlı iki yayında (Ahn vd., 2022, 2023) birinci, yirmi yedi yazarlı birinde (Dwivedi vd., 2023) beşinci yazar olarak yer almaktadır.

Diğer üç yayına sahip yazarlardan Rauschnabel PA beş yazarlı yayında (Rauschnabel vd., 2022) birinci yazar, dört yazarlı yayında (von der Au vd., 2023) ikinci yazar ve yirmi yedi yazarlı yayında (Dwivedi vd., 2023) yirmi üçüncü yazardır. Üç yayınlı son yazar olarak Tan TM iki yazarlı iki yayında (Tan & Salo, 2023; Tan & Saraniemi, 2022) ve dört yazarlı yayında (Tan vd., 2022) ilk yazar olarak yer almaktadır.

Ortak anahtar kelime analizi de bibliyometrik araştırmalarda alan yazının odak noktalarının anlaşılması açısından önemli bulgular sunmaktadır. Şekil 1'de ortak anahtar kelimelerin ağ haritası görülmektedir.

Şekil-1: Anahtar Kelimeler Ağ Haritası



Şekil 1'de yetmiş üç yayında yer alan dört yüz altmış dört anahtar kelimeden en az dört kez kullanılmış olanlar filtrelenerek yapılan analizde toplam on sekiz anahtar kelime öbeği oluştuğu görülmektedir. En sık ve yoğun kullanılanlar sırasıyla 42 kez "metaverse", 18 kez "virtual reality – sanal gerçeklik", 8 kez "augmented reality – artırılmış gerçeklik", 11 kez "technology – teknoloji", 7 kez "impact – etki", 5 kez "online – eşzamanlı", 8 kez "second life – ikinci yaşam" ve 9 kez "virtual world(s) – sanal dünya(lar)" kelimeleridir. Harita incelendiğinde metaverse kavramının "virtual reality, augmented reality, virtual world, second life gibi farklı kavramlar ile de ifade edildiği anlaşılmaktadır.

SONUÇ

WoS veri tabanları üzerinden ulaşılan veri seti, "metaverse" kavramının akademik yazında ulaştığı nokta, kavramın sınırları, çalışma konuları, çalışma zaman eğilimi ve kavramı çalışan yazar ve kurumlarla ile ilgili bilgilere ulaşmak amacıyla bibliyometrik olarak performans analizi ve bilimsel alan haritalama yapılarak analiz edilmiştir.

Bu doğrultuda büyük çoğunluğu araştırma, çok az bir kısmı da bildiri, editoryal yayın ve derleme makale olan yetmiş üç yayın incelenmiştir. Yapılan inceleme neticesinde, kavrama olan ilginin özellikle son yıllarda arttığı, yetmiş üç çalışmadan yaklaşık %80'inin son iki yılda yürütüldüğü anlaşılmaktadır. Öyle ki bu çalışmalardan on beşi erken erişim durumundadır. WoS veri tabanında kavram ile ilgili en eski tarihli yayın ise 2008 yılına aittir.

En çok yayının yedi yayın ile Elsevier tarafından yayınlanan, SSCI indeksinde bulunan "Technological Forecasting And Social Change" dergisi ve dört yayın ile Wiley tarafından yayınlanan ve SSCI indeksinde bulunan "Psychology Marketing" dergisinde yayınlandığı görülmektedir.

Metaverse kavramı ile ilgili en çok yayın yapılan ülkeler incelendiğinde yürütülen çalışmaların büyük bölümü sırasıyla Amerika Birleşik Devletleri, İngiltere, Almanya ve Çin Halk Cumhuriyeti merkezlidir. Metaverse konusunda WoS veri tabanında işletme ve yönetim sahasında yapılan çalışmaların yaklaşık %74'ü bu ülkelerde üretilmiştir. Yazarlar açısından en çok yayın yapan yazarlar incelendiğinde ise en çok üç yayını olan yazarlar öne çıkmaktadır. Bu durumda kavramın son yıllarda popüler bir kavram olmasından kaynaklandığı değerlendirilmektedir.

Anahtar kelimelerden yola çıkılarak yapılan bilimsel haritalamada ise yüz altmış dört anahtar kelime üç kümede toplanmıştır. Bu kümler içinde yoğun kesişime sahip kavram metverse kavramıdır. Metaverse kavramı haricinde, "virtual reality - sanal gerçeklik, virtual world(s) – sanal dünya(lar), augmented reality - artırılmış gerçeklik ve second life – ikinci yaşam (web sitesi)" gibi kavramların tercih edildiği de görülmektedir.

Hemen hemen her endüstride etkileri görülen teknolojinin özellikle turizm ve seyahat endüstrisi, perakende, pazarlama, müşteri deneyimi ve müşteri ilişkileri, kripto para ve finansal yönetim, e-ticaret, tedarik zinciri ve operasyon yönetimi ile sanal eş zamanlı oyunlar gibi alanlarda sıklıkla çalışıldığı dikkat çekmektedir.

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ÖZET

Örgütsel sağlık kavramı son zamanlarda iş yaşamında örgütsel davranış ve çalışma psikolojisi alanında öne çıkan konulardan biridir. Alan yazında örgütsel gelişimin incelenmesinde özellikle dikkate alınan örgütsel sağlık kavramı genel olarak bir işletmenin çalışanlarından yöneticilerine tüm içsel ve dışsal unsurlarının örgütsel amaç ve hedeflerine ulaşmak için uyumlu ve sağlıklı olarak iş birliği içinde olmasını ifade etmektedir. Görece yeni bir kavram sayılan örgütsel sağlık kavramının alan yazındaki mevcut durumunu, çalışma alanının sınırlarını anlamak amacıyla uluslararası alan yazın incelemesi yapılmıştır. Bu maksatla WoS veri tabanında başlık kısmında "örgütsel sağlık" ifadesi geçen yayınlar taranmış, ele 1978 ulaşılan yayından yönetim alanında yayınlanmış ve açık erişime sahip yayınlar filtrelenerek 141 ulaşılan yayın incelenmiştir. Yapılan inceleme sonucunda kavramın bazı çalışmalarda çalışan sağlığı merkezli, bazı çalışmalarda ise işletme performansı merkezli bir bakış açısıyla ele alındığı, birtakım çalışmalarda ise hem birey hem işletme performansını bir arada ele alan çalışmaların varlığı görülmektedir.

Anahtar Kelimeler: Örgütsel sağlık, İgören sağlığı, İşletme sağlığı, Örgüt sağlığı

Organizational Health Literature Review

ABSTRACT

The concept of organizational health has recently been one of the prominent issues in the field of organizational behavior and work psychology in business life. The concept of organizational health, which is especially considered in the examination of organizational development in the literature, generally means that all internal and external factors of an enterprise, from its employees to its managers, are in adaptive and healthy cooperation to achieve organizational goals and targets. In order to understand the current status of the concept of organizational health, which is considered a relatively new concept, in the literature, and the boundaries of the field of study, an international literature review was conducted. For this purpose, publications with the phrase "organizational health" in the title section of the WoS database were searched and 1978 publications were found. Among these publications, those in the field of management and open access were filtered and 141 accessed publications were examined. As a result of the examination, it is seen that the concept is handled with an employee health-centered perspective in some studies and with a business performance-centered perspective in some studies, and there are studies that deal with both individual and business performance together in some studies.

Keywords: Organizational health, Employee health, Business health, Organizational health

GİRİŞ

Örgütler klasik dönem yönetim anlayışının mekanik yaklaşımı sonrasında eleştirel olarak gelişen davranışsal yaklaşım ve sistem yaklaşımı sonrasında işletmeyi iç ve dış çevresi ile iletişim ve etkileşim halinde olan bir canlı organizma veya sistem olarak ele almaya başlamıştır. Yani işletmelerin de her canlı gibi doğan, gelişen, olgunlaşan, gerileyen ve ölen bir yapıya sahip olduğu dolayısıyla her canlı gibi gelişim ve olgunlaşma sürecinin uzatılmasının ise sağlıklı oluşu ile ilgili olduğu fikri gelişmiştir. Farklı bir ifade örgütün sağlığı hem iç çevresi hem de dış çevresi ile uyumlu değişimi ve dönüşümü ile mümkün olabilmektedir.

Bütüncül bakışın önem kazandığı günümüz dünyasında iş tatmini, örgütsel bağlılık, örgütsel özdeşleşme, örgütsel vatandaşlık gibi konuları da kapsayarak ele alan bir kavram olarak "örgütsel sağlık" kavramsal olarak hala üzerinde çok fazla çalışmanın olmadığı bir konudur.

Özellikle eğitim alanında çalışılmaya başlanan kavram sonrasında yönetim ve işletme sahasında da ele alınmaya başlanmıştır. Özellikle iş, çevre ve endüstriyel psikoloji ile sağlık ilişkisi bağlamında örgütsel sağlık kavramın ele alındığı görülmektedir.

Bu çalışmanın amacı hala tanımı ve sınırları konusunda tam bir mutabakatın olmadığı "örgütsel sağlık" konusunun uluslararası akademik yazında ulaşmış olduğu konum ve pozisyonun anlaşılmasıdır. Bu amaçla "örgütsel sağlık" kavramının sınırları, sınırlılıkları, hangi disiplinler tarafından ele alındığı, hangi tür çalışmalar yapıldığı, hangi değişkenler ile birlikte ele alındığı gibi kavramın ulaştığı konum, pozisyon ve sınırlar hakkında mevcut durumun ortaya konulması hedeflendi. Ayrıca kavramın hangi ülkeler, hangi dergiler ve hangi yazarlar tarafından daha çok çalışıldığı gibi sistematik ve performansa dönük incelemeler ile birlikte kavrama dair performans analizi de gerçekleştirildi.

Bu maksatla WoS veri tabanında başlık kısmında "örgütsel sağlık" ve "örgüt sağlığı" ifadesi geçen yayınlar taranmış, iki yüz seksen iki ulaşılan yayından tüm alanlarda yayınlanmış ve açık erişime sahip yayınlar filtrelenerek ulaşılan seksen dört yayın, performans analizi ve bilimsel haritalama yapılarak incelenmiştir.

Yapılan incelemeler neticesinde eğitim alanında başlayan çalışmaların, bugün özellikle kamu, çevre ve iş sağlığı alanlarında yürütüldüğü görülmektedir. Ayrıca, konunun tek bir disiplinden ziyade disiplinler arası bir konum elde ettiği ve toplum sağlığı, çevre, psikoloji, iş ve yönetim alanlarının kesişim alanında konumlandığı da diğer dikkat çekici bir özelliktir. Bu durum kavramla ilgili tanımlarda da çeşitliliğe neden olmuş her disiplinin kendi ilgi alanına göre bir tanım geliştirdiği görülmüştür.

1. ÖRGÜTSEL SAĞLIK

Örgütsel sağlık ile ilgili tanımdan önce örgüt kavramını ele almakta fayda vardır. Kavram, Latince *"organum"*, Yunanca *"órganon"* kelimelerinden Fransızcaya geçen *"organe"* yani alet, vücutta uzuv, organ kelimesinden türeyerek Fransızca örgütlemek, parçaları birleştirerek bir mekanizma kurmak anlamına gelen *"organiser"* kelimesinden türeyen İngilizce "organization" kelimesinden Türkçeye tercüme edildiği sanılmaktadır (Nişanyan Sözlük, 2023). Kavramın Türkçede benzer anlamlara gelen organizasyon, örgüt, müessese, teşkilat, kuruluş, idare şeklinde kullanımları mevcuttur (Sezer, 2015, s. 35). Örgüt alan yazında bilinen en kısa haliyle iki veya daha fazla kişinin ortak bir amacı gerçekleştirmek amacıyla bilinçli olarak bir araya gelerek oluşturdukları yapılardır.

İdeal bir kavram olarak öne çıkan örgütsel sağlık ile ilgili yapılan çalışmalar incelendiğinde, kavramın ilk kullanımına Argyris tarafından 1950'li yılların sonlarında kullanıldığı, fakat bugünkü anlamına en yakın haline ise 1965 yılında Miles tarafından kamu okulları için hazırlanan raporda planlı değişim ve örgütsel sağlık konusunu ele aldığı raporda ulaştığı görülmektedir. Araştırmacı bu raporda sağlıklı bir örgütü "yalnızca çevresinde varlığını idame ettirmekle yetinmeyen, aynı zamanda uzun vadede gelişimini sürdüren, varlığını devam ettiren ve zorluklara mücadele edebilen bir örgüt" olarak ifade etmektedir (Miles, 1965, s. 17). Yani sağlıklı bir örgütle ifade edilen yapı; bulunduğu çevrede varlığını sürdürmekle kalmayıp, gelişimini de devam ettirebilme ve zorluklarla başa çıkabilme becerisine sahip olup bu beceriyi geliştirebilen örgüt yapısıdır (Sandikci vd., 2015, s. 168).

Örgütsel sağlık kavramı ile ilgili alan yazın incelendiğinde kavramın farklı disiplinler tarafından ele alındığı görülmekle birlikte özellikle eğitim alanında daha çok araştırma konusu olmuş bir kavram olduğu anlaşılmaktadır. Özellikle ilköğretim ve ortaöğretim alanında yapılan çalışmalar (Buluç, 2008; Korkmaz, 2005; Ordu & Tanrıöğen, 2013) öne çıkmaktadır. Daha sonra akademik eğitim alanında yapılan çalışmalarla (Aslan vd., 2008) konuya olan ilgi sahası genişlemiş Bunun yanı sıra turizm işletmelerinde de kavramla ilgili çalışmalar (Doğan & Bozkurt, 2008; Sandikci vd., 2015) yer almıştır. Ayrıca kavramla ilgili kuramsal çalışmalar da alan yazında yer almıştır (Ardiç & Polatci, 2010; Aytaç, 2003; Garda, 2014).

2. YÖNTEM

Bu çalışmanın temel hedefi göreceli yeni bir kavram olan "örgütsel sağlık" veya "örgüt sağlığı" kavramı ile ilgili alan yazın incelmesi yaparak konuyla ilgili genel durumun tespiti ve kavramla ilgili sınırların, sınırlılıkların, güncel değerlendirme ve çalışmaların geldiği aşama ve durum tespitinin yapılmasıdır. Bu maksatla WoS veri tabanlarında yer alan yayınlar taranarak incelenmiştir. Literatürdeki genel ve güncel yaklaşımların tespiti için bibliyometrik analiz yöntemi ile 08 Haziran 2023 tarihinde Web of Science (WoS) temel koleksiyonunda bulunan çalışmalar başlık adı kısmına "örgütsel sağlık (organizational health)" veya "örgüt sağlığı (organization health)" yazarak, tüm zamanları kapsayacak şekilde filtrelenerek 282 adet yayına ulaşılmıştır. Bu yayınlardan açık erişime sahip çalışmalar süzülerek 84 adet yayına ulaşılmıştır. 84 adet yayının analizinde WoS veri tabanında sunulan analizler ve VOSviewer paket programından yararlanılmıştır. Tarama sonucu elde edilen veri seti yayın türü, yayın yılı, yayınlandığı dergi, yayın sahibi ülke ile yazarlar ve ortak kelime analizi ile incelenerek performans analizi yapılmıştır. Daha sonra analizlerin bilimsel haritalaması gerçekleştirilmiştir.

2.1. Örgütsel Sağlık Yazınına İlişkin Bulgular

Bu kısımda WoS veri tabanları üzerinden ulaşılan veri setinin bibliyometrik analizi sonucunda ulaşılan bulgulara yer verilmiştir. Burada yayın türü, yayın ilgi alanı, yayın yılı, dergi adı, yayın sayısı, ülke ve yazar gibi literatürün mevcut durumunu yansıtmayı amaçlayan göstergeler yardımıyla gerçekleştirilen ***performans analizi*** ve alanın bilişsel ve zihni yapısı ile eğilimleri tespit etmek için görsel bir yöntem olan ***bilimsel alan haritalama*** analizleri (Bağış, 2021; Öztürk, 2021) kullanılmıştır. İlk başta "örgütsel sağlık" ve "örgüt sağlığı" alanına dair alanın bir performans analizi gerçekleştirilmiştir. Bu kapsamda çalışmaların yayın türü, yayın ilgi alanı, yayın yılı, dergi adı, yayın sayısı, ülke ve yazar bilgisine yönelik bulgular incelenmiştir.

WoS indeksinde bugüne kadar yayınlanmış örgütsel sağlık konusunda ulaşılan 84 adet çalışmanın yayın türü ve tarandığı indekslere göre dağılımı tablo 1'de gösterilmektedir.

Tablo-1: Çalışmaların Yayın Türü

Yayın Türü	Yayın Sayısı	84'ün %	WoS İndex	Yayın Sayısı	84'ün %
Araştırma Makalesi	57	67.857	(SSCI)	52	61.905
Bildiri	9	10.714	(SCI-E)	40	47.619
Derleme Makale	7	8.333	(ESCI)	15	17.857
Editörlü Çalışma	5	5.952	(CPCI-SSH)	8	9.524
Kitap İnceleme	2	2.381	(BKCI-SSH)	2	2.381
Erken Erişim	2	2.381	(CPCI-S)	2	2.381
Kitap	1	1.190			
Kitap Bölümleri	1	1.190			
Düzeltme	1	1.190			
Mektup	1	1.190			
Haber Öğesi	1	1.190			

WoS indeksinde "örgütsel sağlık" ile ilgili yapılan çalışmalar türlerine göre incelendiğinde çalışmaların yaklaşık %68'i araştırma makalesi, yaklaşık %30'u ise bildiri, derleme makale, editörlü çalışma, kitap, kitap inceleme, kitap bölümü, mektup ve haber öğesi çalışmalarından oluşmaktadır. Mevcut ulaşılan 84 yayından 2'i erken erişim yayındır. Yayınların yaklaşık %62'si Social Science Citation Index - Sosyal Bilimler Atıf Dizini (SSCI), yaklaşık %48'i Science Citation Index Expanded – Genişletilmiş Bilimsel Atıf Dizini (SCIE), yaklaşık %18'i Emerging Sources Citation Index – Gelişmekte Olan Kaynaklar Atıf Dizini (ESCI), %12,329'u yaklaşık %2'si Book Citation Index – Social Sciences & Humanities – Kitap Atıf Dizini – Sosyal ve Beşeri Bilimler (BKCI-SSH), %2'si ise Conference Proceedings Citation Index – Science - Konferans Bildirileri Atıf Dizini – Bilim (CPCI-S) içerisinde yer almaktadır.

WoS dizininde örgütsel sağlık konusunda yapılan çalışmaların hangi disiplinlerde yürütüldüğünü anlamak için çalışma alanları incelenmiştir. Çalışmaların disiplin alanları tablo 2'de gösterilmektedir.

Tablo-2: Çalışmaların WoS Kategorileri

WoS Kategorileri	Yayın Sayısı	84'ün %
Kamu Çevre İş Sağlığı	43	51.190
Çevre Bilimleri	17	20.238
Sağlık Politikası Hizmetleri	7	8.333
Eğitim- Eğitim Araştırması	6	7.143
Uygulamalı Psikoloji	6	7.143
Sağlık Bilimleri Hizmetleri	5	5.952
Psikoloji Multidisipliner	5	5.952
Yönetim	4	4.762
İşletme	3	3.571

Endüstriyel İlişkiler - İşgücü	2	2.381

Örgütsel sağlık konusunun WoS kategorik dağılımı incelendiğinde konunun genellikle sağlık alanı ile ilintili olarak çalışıldığı görülmektedir. Yönetim, işletme, endüstriyel ilişkiler gibi alanlarda sağlık alanına kıyasla daha az çalışma verildiği görülmektedir. 84 çalışmadan sadece 9'u bu sayılan disiplinlerde içindedir. Bu çalışmaların ise 2013 – 2019 yılları arasında olduğu görülmekte olup, yönetim ve işletme sahasında konuya olan ilginin bu yıllardan sonra azaldığı anlaşılmaktadır.

WoS indeksinde yönetim ve işletme sahasında yayınlanan yayınların yayın tarihleri de konunun gelişimi hakkında önemli ipuçları sunmaktadır. Yayınların en çok yayın yapılan yıllara göre dağılımı tablo 3'de sunulmaktadır.

Tablo-3: Çalışmaların Yayın Yılları

Yayın yılları	Yayın Sayısı	84'ün %
2022	14	16.667
2020	12	14.286
2019	11	13.095
2021	10	11.905
2017	7	8.333
2014	6	7.143
2018	6	7.143
2013	5	5.952
2023	4	4.762
2016	3	3.571

Tablo 3 incelendiğinde en çok yayının 14 yayın ile 2022 yılında yapıldığı görülmektedir. 2013 yılında 5 yayın 2014 yılında 6 yayın olmasına rağmen 2015 yılında yayın olmaması ise dikkat çekicidir. Yayın yıllarına bakıldığında konuya olan ilginin 2019 yılı itibariyle artış gösterdiği ve çift haneli yayın sayılarına ulaştığı görülmektedir. En eski tarihli yayının (Launer, 2006) 2006 yılında tek bir yayın olduğu görülmekle birlikte sonrasında ise konu ile ilgili asıl ilginin 2013 yılı sonrasında yükselişe geçtiği anlaşılmaktadır.

Örgütsel sağlık konusunda yayınlanan yayınların en çok yayınlandıkları 10 dergi ise tablo 4'de gösterilmektedir.

Tablo-4: Çalışmaların Yayınlandığı Dergiler

Dergi Adı	Yayın Sayısı	84'ün %
INTERNATIONAL JOURNAL OF ENVIRONMENTAL RESEARCH AND PUBLIC HEALTH	16	19.048
PROCEDIA SOCIAL AND BEHAVIORAL SCIENCES	6	7.143
GESUNDHEITSWESEN	5	5.952
AMERICAN JOURNAL OF HEALTH PROMOTION	4	4.762
FRONTIERS IN PSYCHOLOGY	3	3.571

FRONTIERS IN PUBLIC HEALTH	2	2.381
JOURNAL OF OCCUPATIONAL AND ENVIRONMENTAL MEDICINE	2	2.381
PRIMENJENA PSIHOLOGIJA	2	2.381
PUBLIC HEALTH	2	2.381
STRESS AND HEALTH	2	2.381

Tablo 4 incelendiğinde en çok yayının 16 yayın ile MDPI tarafından ayda 2 sayı yayınlanan, SSCI indeksinde bulunan ve 2004 yılından beri yayınlanan "International Journal of Environmental Research and Public Health" dergisi ve 6 yayın ile Elsevier tarafından yayınlanan fakat 2019 itibariyle kullanımdan kaldırılan SSCI indeksinde bulunan ve 2009 yılından beri yayınlanan "Procedia - Social and Behavioral Sciences" dergisinde yayınlandığı görülmektedir. Daha sonra Georg Thieme Verlag KG tarafından yayınlanan SSCI indeksinde bulunan "Gesundheıtswesen" dergisinde 5 yayın, SAGE tarafından 1986'dan beri yayınlanan "American Journal of Health Promotion" adlı dergi ise 4 yayın ile konu hakkında en çok yayın yapan dergiler olmuştur.

Tablo-5: Yayınların Ülkelere Göre Dağılımı

Ülkeler/Bölgeler	Yayın Sayısı	84'ün %
GERMANY	17	20.238
USA	17	20.238
ENGLAND	11	13.095
IRAN	9	10.714
SWITZERLAND	8	9.524
CANADA	5	5.952
AUSTRALIA	4	4.762
PEOPLES R CHINA	3	3.571
AUSTRIA	2	2.381
IRAQ	2	2.381

Not: 37 kayıttan 10'u gösteriliyor, 2 kayıt (%2,381) analiz edilen alanda veri içermiyor

Örgütsel sağlık konusu hakkında hangi ülkelerde yayın yapıldığını anlamak için gerçekleştirilen analizde. Bu konu hakkında Almanya ve Amerika Birleşik Devletleri (ABD) 17'şer yayın ile en çok yayın yapılan ülkeler olduğu görülmektedir. Öyle ki yayınların yaklaşık %40'ı bu iki ülkede yapılan yayınlardan oluşmaktadır. Sonra sırası ile İngiltere 11 yayın, İran 9, İsviçre 8 ve Kanada 5 yayın sayısına sahiptir. Türkiye ise 2 yayına sahip olup, 9. Sırada iki yayına sahip olan 5 ülkeden biridir.

Tablo-6: Yayınların Yazar Dağılımı

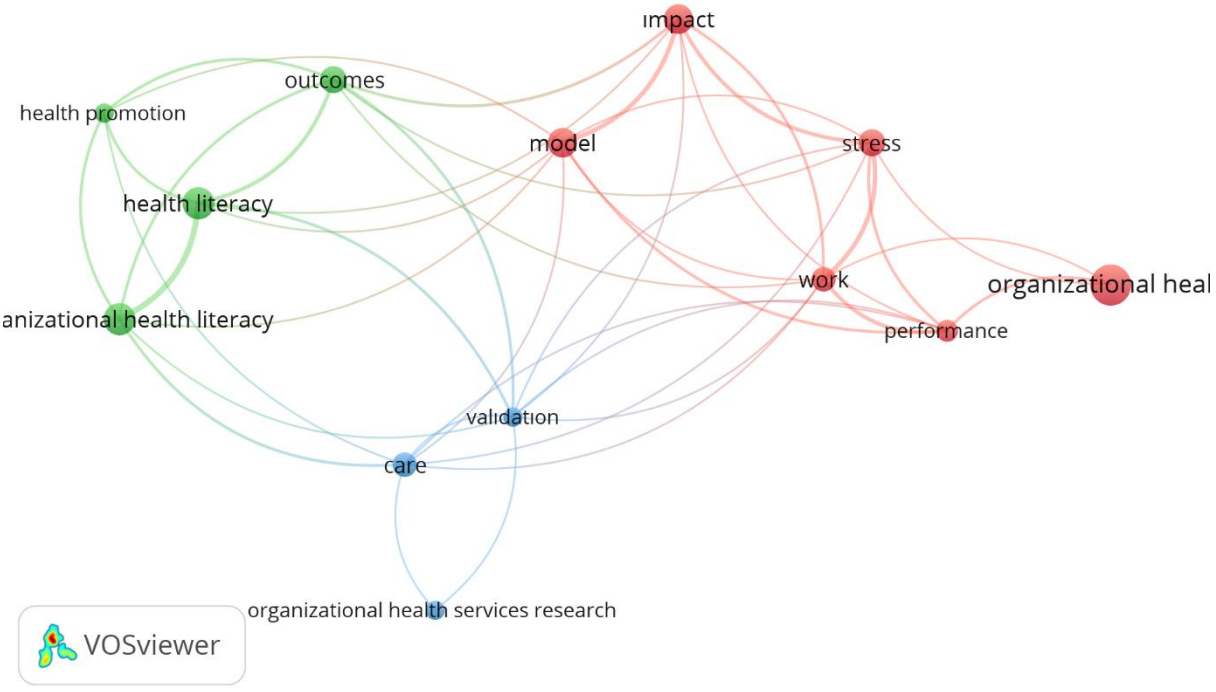
Yazarlar	Yayın Sayısı
Ansmann L	6
Nielsen K	4
Sorensen G	4
Bauer GF	3

Burke L	3
Dadaczynski K	3
De Gani SM	3
Ernstmann N	3
Hahn U	3
Karapanos M	3

Örgütsel sağlık alanında WoS veri tabanında ulaşılan 84 yayına dair 279 yazar kaydı bulunmakla birlikte yalnızca 1 kayıt (%1.190) analiz edilen alanda veri içermemektedir. Bu durumda her bir yayın 3,3 yazar ortalamasına sahiptir. 6 yayın (Ansmann, 2019; Ansmann, Albert, vd., 2019; Ansmann, Baumann, vd., 2019; Lubasch vd., 2021; Rolker-Denker vd., 2019; Wirtz vd., 2019) ile en çok yayına sahip Lena Ansmann Almanya, Oldenburg Üniversitesi Sağlık Hizmetleri Araştırma Bölümünde görev yapmaktadır. Sonra tabloda 4 yayın olarak görünen fakat WoS veri tabanında 5 yayınına (Hasson vd., 2016; Nagler vd., 2021; Peters vd., 2020; Sorensen vd., 2019, 2021) rastladığımız Karina Nielsen Birleşik Krallık, Sheffield Üniversitesi, Yönetim Okulu, Çalışma Psikolojisi Enstitüsü'nde görev yapmaktadır. Glorian Sorensen ise 4 yayına (Nagler vd., 2021; Peters vd., 2020; Sorensen vd., 2019, 2021) sahip olup, ABD, Boston, Harvard T.H. Chan Halk Sağlığı Okulu, Sosyal ve Davranış Bilimleri Bölümünde görev yapmaktadır. En çok yayın yapan yazar dağılımı incelendiğinde örgütsel sağlık alanındaki bu yayınların ortak yazarlı yayınlar olduğu anlaşılmaktadır.

Ortak anahtar kelime analizi de bibliyometrik araştırmalarda alan yazının odak noktalarının anlaşılması açısından önemli bulgular sunmaktadır. Şekil 1'de ortak anahtar kelimelerin ağ haritası görülmektedir.

Şekil-1: Anahtar Kelimeler Ağ Haritası



Şekil 1 incelendiğinde 84 yayında kullanılan 480 anahtar kelimeden en az 5 kez kullanılmış olanlar süzüldüğünde 3 renk grubu altında ulaşılan toplam 13 kelime öbeği olmuştur. En sık ve yoğun olarak kullanım incelendiğinde 10 kez "health literacy – sağlık yazını" 15 toplam bağlantı gücü ve "organizational health literacy – örgütsel sağlık yazını", 14 toplam bağlantı gücü, 8 kez "stress - stres 14 bağlantı gücü, 7 kez "work – çalışma" 14 bağlantı gücü, 9 kez "impact – etki" 14 bağlantı gücü, 8 kez "outcomes – sonuçlar" 13 bağlantı gücü, 9 kez "model – model" 12 bağlantı gücü, 6 kez "performance – performans" 12 bağlantı gücü, 5 kez "validation – doğrulama" 11 bağlantı gücü, 7 kez "care – bakım" 9 bağlantı gücü, 5 kez "health promotion – sağlık promosyonu" 8 bağlantı gücü, 14 kez "organizational health – örgütsel sağlık" 4 bağlantı gücü ve 5 kez "organizational health services research" 2 bağlantı gücü ile en sık ve en yoğun bağlantı gücü olan kavramlar olarak öne çıkmaktadır.

Haritadan hareketle örgütsel sağlık konusunun literatür inceleme yoğunluklu olarak performans, etki, iş ve sonuçlar üzerindeki etkileri ile ilgili araştırmalardan oluştuğu görülmektedir.

SONUÇ

WoS veri tabanları üzerinden ulaşılan veri seti, "organizational health – örgütsel sağlık" veya "organization helath – örgüt sağlığı" kavramı ile ilgili mevcut literatürün geldiği konum, konunun sınırları, sınırlılıkları, kavramla ilişkili çalışılan konular, yayın türleri, yayın zamanları, ülkesi, yazarları gibi bilgilere ulaşmak amacıyla bibliyometrik olarak performans analizi ve bilimsel alan haritalama yöntemleri kullanılmıştır.

Bu doğrultuda ulaşılan yayınların yaklaşık %76 gibi büyük kısmı makale türü yayın olup bunlardan %61'i SSCI dizininde yer almaktadır. Bildiriler ise sadece yaklaşık %8' orana sahip olup, geri kalan yayınlar ise editörlü çalışma, kitap, kitap inceleme, mektup ve haber öğesidir. İki yayın erken erişime sahip olup, bir yayın ise düzeltmeden oluşmaktadır.

Örgütsel sağlık kavramı ile ilgili çalışmaların özellikle kamu, çevre ve iş sağlığı alanında yürütüldüğü dikkat çekmektedir. Çevre bilimleri, sağlık hizmetleri, sağlık politikası gibi alanlarda sıklıkla ele alınan kavram ayrıca psikoloji, uygulamalı psikoloji sahasında disiplinler arası olarak da ele alınmaktadır. Sonrasında ise kavramın yönetim, işletme, endüstriyel ilişkiler ve iş gücü açısından ele alındığı anlaşılmaktadır.

Kavram ile ilgili WoS veri tabanlarında ulaşılan en eski yayın her ne kadar 2006 tarihli olsa da kavramla ilgili çalışmaların özellikle 2013 yılı sonrasında artışa geçtiği anlaşılmaktadır. 2019 yılından sonra ise kavramla ilgili yayınların çift haneli sayılara ulaşarak yukarı yönlü bir ivme kazandığı anlaşılmaktadır. Özetle konuya olan ilginin son beş yılda yükseldiği söylenebilir.

Çalışmaların yayınlandığı dergilere bakıldığında yukarıda da ifade edildiği en çok toplum sağlığı, çevre ve iş sağlığı ile davranış bilimleri ve psikoloji sahasında yayın yapan dergilerde yoğunluk olduğu görülmektedir. Bu bağlamda en çok yayının yapıldığı dergi "International Journal of Environmental Research and Public Health" dergisidir.

Kavramla ilgili en çok yayın yapan ülkeler incelendiğinde en çok yayının Almanya ve ABD tarafından yapıldığı görülmektedir. Almanya menşeli on üç araştırma ve iki derleme makale, bir adet bildiri ve düzeltme yayınlanırken, ABD tarafından on bir makale, üç editörlü çalışma, iki kitap inceleme, bir haber öğesi ve bir adet erken erişim çalışma yayınlanmıştır. Bu ülkelerden sonra en çok yayın yapan ülkeler sırayla İngiltere, İran ve İsviçre, Kanada,

Avustralya ve Çin Halk Cumhuriyeti'dir. Kavram ile ilgili yapılan çalışmaların yaklaşık %88'i bu ülkeler tarafından yürütülmüştür. Yazarlar açısından durum incelendiğinde ülke sıralamasına benzer bir durum görülmekte olup, en çok yayın yapan yazar Lena Ansmann Almanya, sonrasında Karina Nielsen Birleşik Krallık ve Glorian Sorensen ise ABD'de yer almaktadır. Bu yazarların ortak yayın sayıları da ayrıca dikkat çekicidir.

Anahtar kelimeleri üzerinden yapılan bilimsel haritalama sonuçlarına göre ise kavramın daha çok alan yazın üzerinden incelendiği, bu doğrultuda örgütsel sağlığın etkisi, sonuçları, iş, performans ile olan ilişkisi ve örgütsel sağlık modeli üzerine incelemeler yürütüldüğü anlaşılmaktadır. Kavramın özellikle son beş yılda ciddi anlamda ele alındığı göz önünde bulundurulduğunda konunun tam olarak olgunlaşmadığı ve gelişme evresinde olduğu görülmektedir. Ayrıca kavram ile ilgili diğer dikkat çekici tespit ise konunun tek bir disiplinden ziyade disiplinler arası bir konum elde ettiği ve toplum sağlığı, çevre, pskioloji, iş ve yönetim alanlarının kesişim alanında konumlanmış olmasıdır. Yönetim ve işletme sahasında konuyla ilgili çalışmaların artırılması konuyla ilgili daha iyi bir projeksiyon ortaya konulabilmesi açısından önemli görülmektedir.

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Bir İletişim Aracı Olarak Meslek Yeminleri

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ÖZET

İletişim insanın varlığıyla başlayan bir mecburiyettir. Hayatın her anında, günlük rutinlerin devamı için yazılı, sözlü ve sözsüz ifadelere ihtiyaç vardır. Bu ifadelerin doğruluğu ve tatmin edici olması insanlara olan güveni de artırmaktadır. Dolayısıyla meslek hayatına başlarken, kamusal görevler yerine getirilirken de yemin edilmesi ihtiyacı doğmuştur. Pek çok meslek grubunda üstlenilen görevlerde, göreve başlamadan önce yemin etme uygulaması görülmektedir. Toplumsal yapı içinde taahhüt anlamına gelen ve özellikle geleceği ilgilendiren bir kavram olan yemin, meslek hayatında kamusal vazifenin doğruluk zemininde yapılacağına dair güvence veren bir iletişim aracıdır. Farklı meslek gruplarında, değişik ifadeler içeren yemin metinleri ile göreve başlayan kişiler olmaktadır. Bu çalışmada, -çalışan sayısının ve hitap ettiği kitlenin yoğunluğu nedeniyle- hukuk, güvenlik, eğitim ve sağlık alanında çalışan kişilerin meslek hayatına başlarken yapmış oldukları meslek yeminleri içerik analizi yöntemiyle analiz edilmiştir. Ayrıca, önceden hazırlanmış olan soru formu ile dört kategoride vazife yapan meslek mensuplarıyla görüşme yapılarak, yemin eden kişilerin yeminlerine olan sadakatleri değerler bağlamında incelenmiştir.

Anahtar Kelimeler: İletişim, İletişim Sosyolojisi, Meslek Yemini, Kimlik, Tutum

Occupational Oaths as a Communication Instrument

ABSTRACT

Communication is an obligation that begins with human existence. At every moment of life, written, verbal and non-verbal expressions are needed for the continuation of daily dynamics. The accuracy and satisfaction of these statements increase the trust in people. Therefore, the need to take an oath has arisen at the beginning of professional life and while fulfilling public duties. In many professional groups, oath-taking is practiced before taking office. The oath, which means a commitment within the social structure and is a concept that concerns the future in particular, is a communication tool that assures that the public duty in professional life will be carried out on the basis of accuracy. In different professional groups, there are people who take office with oath texts containing different expressions. In this study, -due to the intensity of the number of employees and the audience it addresses- the professional oaths made by people working in the fields of law, security, education and health at the beginning of their professional life were analyzed by content analysis method. In parallel, a questionnaire prepared in advance was used to interview members of the professions working in the four categories, and the loyalty of the oath-takers to their oaths was analyzed in the context of values.

Keywords: Communication, Sociology of Communication, Occupational Oath, Identity, Attitude

Giriş

İnsan sosyal bir varlıktır dolayısıyla ilkel dönemlerden beri insanların birlikte yaşaması, üretmesi, tüketmesi tercihi değil mecburi bir eylemdir. Hayatın devamı için ihtiyaçların karşılanması gerekir ve bu bir bütünlük içinde gerçekleşir. Bu bütünlük herkesin farklı görevler üstlenmesini sağlamıştır aynı zamanda herkesin üstlendiği farklı görevler bir bütünlük oluşmasını sağlamıştır.

İnsan hayatındaki ilk toplumsal iş bölümü kadınların toplayıcılık, erkeklerin avcılık yapmasıyla beraber cinsiyet farklılığı üzerinden gerçekleşmiştir. Bu iş bölümü uzmanlaşmayı da beraberinde getirmiştir ve zamanla insanların duygusal ve düşünsel yaşamlarının da zenginleşmesine zemin hazırlamıştır (Şenel, 1995: 15-17). Durkheim'e göre modern toplumlarda iş bölümü geleneksel toplumlara göre daha ileri düzeydedir ve birey tek başına bir mana ifade etmez, içinde yaşadığı toplumun bir ürünüdür (Özyurt, 2007: 100). Toplum bireyden daha büyük ve kompleks bir yapıdır. Bu da toplumsal kuralların ortaya çıkmasına zemin hazırlamıştır. Toplumsal ihtiyaçların giderilmesi ve toplumsal kuralların uygulanması noktasında ise kurumlar ve meslekler doğmuştur. Bu da insanların toplum içinde belirli kurallar dahilinde yaşamalarını mecbur kılmıştır. Bütün toplumlarda denetleyici mekanizmalar vardır. Kural dışı hareketler sadece kuralı ihlal eden kişiyi değil tüm toplumu ilgilendirir. Dolayısıyla toplumsal düzenin sağlanası için çeşitli yaptırımlar devreye girer.

Toplumsal kaidelere aykırı hareket eden kişinin karşılaştığı tepkiye yaptırım denir. Yaptırımlı kuvvet cezalardır. İçsel ve dışsal olmak üzere iki şekilde değerlendirilebilir. İçsel olan yaptırımlı kuvvet insanın idraki ile ortaya çıkan sevinç ya da vicdan azabı şeklinde kendini gösterir. Dışsal kuvvetler ise sosyal ve hukuki olanlardır. Sosyal kuvvetlerin yaptırımı toplum içinde kınanma, ayıplanma gibi ortaya çıkarken, hukuki kuvvetlerin yaptırımı kanunlarda karşılığını bulmaktadır. Genel olarak ahlaki yaptırımların, hukuki yaptırımlardan daha zayıf olduğu düşünülebilir. Toplum nazarında her zaman ve her yerde karşılık bulmayabilir. Ancak hukuki yaptırımlara göre daha geniş bir alana sahiptir. Hukukta karşılığı olmayan durumları vicdan değerlendirebilir (Topçu, 2019: 196). Hangi kaynaktan beslenirse beslensin bütün değerler bir inanca dayanır ve insanın hareketi üzerinde tesir eder. Bu değerleri besleyen ve ferdin ruhuna istikamet veren dini ve ahlaki kaynaklar olabileceği gibi, kamusal yaşamı düzenleyen rasyonel kurallar da olabilir. Yemin kavramı da toplumsal yaşamda hem dini hem de hukuki boyutuyla karşımıza çıkmaktadır.

Yemi kelimesi Türkçeye Arapçadan geçmiş bir kelimedir. Türkçede ant kelimesi ile karşılık bulan kavramı Türk dil kurumu "Tanrı'yı veya kutsal bilinen bir kişiyi, bir şeyi tanık göstererek bir olayı doğrulama, yemin, kasem" olarak tanımlamıştır (Türkçe Sözlük, 2011: 2570). Günlük hayatta sıkça karşılaşılan bir kavram olan yemin, hedefi ya da hedef kitleyi inandırmak üzere yapılmaktadır. İnanca ve kültüre dayanan şekliyle insan hayatında mühim bir yer bulan yemin kavramı genelde kalıp ifadelere sahiptir. Anadolu'da yerel ağızla kullanılan: Allah seni inandırsın, ekmek Mushaf çarpsın, iki gözüm önüme aksın gibi ifadeler günlük hayatta kullanılan bazı yeminlere örnek teşkil etmektedir.

Yemin aynı zamanda insanın diğer insanlar ve toplum karşısında güven eksikliğini gidermek için ya da güven oluşturmak için gerçekleştirdiği bir eylemdir. Yemin kavramı genelde dini ya da kültürel olarak ortak kutsalları konu edindiğinden etkileyici olması düşünülmektedir. İnsanlar yemin ederek kendileri ve söyledikleri için bir kalkan oluşturur ve geçmişte yapılan ve gelecekte yapılması muhtemel işler için bir teminat olarak kullanır. Yemin insanlar arasında sözlü bir anlaşma görevi yapar ve birey yemin ederek bir iletişim faaliyeti gerçekleştirir (Yıldırım, 2021: 1150).

Yemin bireysel olarak kullanılan bir araç olduğu gibi devlet ve uluslararası ilişkilerde de kullanılmaktadır. Dolayısıyla bu haliyle yemin kavramının kurumsallaşmasından bahsedebiliriz. Bu bağlamda tarihsel ve kültürel özelliklerinin yanında siyasi bir nitelik de taşıyan yemin kavramı, karşı tarafa bir teminat verir ve yemin eden kişiyi kuruma ve göreve dahil eder (Tunalı, 2021: 173). Yemine sadakat noktasında Montesquieu ant içmenin Romalıları kanunlara şiddetli bir şekilde bağladığını ifade etmiştir. Romalıların ettikleri yemine bağlı kalmak uğruna yaptıklarını, başka hiçbir şey için yapmadığını söylemektedir (Montesquieu, 2014: 191).

Eskiden olduğu gibi günümüzde de çeşitli meslek gruplarındaki kişiler vazifelerini icra ederken yemin etmektedir. Türkiye'de de pek çok meslek mensubu göreve başlarken, görevini icra ederken ya da belirli bir süre sonra meslek yemini yapmaktadır. Bazı meslek gruplarında bu yemin etme işi törensel bir etkinlik havası içinde olmaktadır. Genel olarak meslek yeminleri doğruluk ve adalet, yasalar çerçevesinde, yolsuzluğa başvurmadan mesleğin gereklerinin yerine getirileceğine dair söz vermektir. Her mesleğin yemin metni birbirinden farklı olmakla beraber son kertede yemin din, namus, şeref, vicdan üzerine yapılmaktadır. Dolayısıyla yemin etme eylemi toplumsal yaşam içinde önemli bir yer kaplamaktadır.

Çalışmada meslek yeminlerinin insanları tatmin etme derecesi ve uygulamadaki karşılığı nedir? Sorusuna cevap bulabilmek için; kamu personeli statüsünde ve nispeten çalışan sayısı fazla olan hukuk, güvenlik, eğitim ve sağlık alanındaki meslek gruplarının meslek yeminleri nitel içerik analiz tekniği ile kuramsal temelde metin analizi ile irdelenmiştir. Çalışmada kamusal alanda belirlenen sağlık, hukuk, eğitim ve güvenlik olmak üzere dört meslek alanında yapılan meslek yeminleri içerik analizine tabi tutularak metin içinde yer alan kavramlar ana tema üzerinden değerlendirilmiştir. Çalışmanın bu dört alanla sınırlandırılması kamu çalışanlarının tercih edilmesiyle alakalı olmakla beraber, bu meslek gruplarındaki personel sayısının kitlesel eğilim gösteren alanlar olması ile de alakalıdır. Milletvekili ve benzeri yeminler kamu personeli kavramının dışında kabul edildiği için analize tabi tutulmamıştır. Ayrıca ifa edilen iş esnasında yapılan yeminlere muhatap kişilerin yaptığı yeminler de süreklilik arz etmediği için çalışmaya dahil edilmemiştir. Araştırmanın esasına uygun olarak yemin metinlerinin her biri için tematik kodlamalar yapıldıktan sonra içeriğin anlamlı bir bütün halinde yeniden yapılandırılması için temalar belirlenmiştir. Daha sonra tümevarımsal yöntemle metinler analiz edilmiştir. Ayrıca yukarıda belirtilen dört alanda vazife yapan yirmi dört meslek mensubu ile önceden hazırlanmış soruların yöneltilmesi ile görüşme yapılmıştır ve elde edilen veriler analize tabi tutularak sunulmuştur.

Araştırma Bulguları

Metin Analizleri

1. Hukuk Alanında Meslek Yeminleri:

1.1. Avukat Yemini:

Hukuka, ahlaka, mesleğin onuruna ve kurallarına uygun davranacağıma namusum ve vicdanım üzerine ant içerim. (www.mevzuat.gov.tr**)**

Tema: Evrensel kaidelere uygunluk

Kodlar: Hukuk, ahlak, meslek onuru, kurallara uygunluk, namus, vicdan, ant içmek.

Metin analizi

Hukuk toplumu ve sosyal hayatı düzenleyen ve yaptırım ile güçlendirilmiş kurallar bütünüdür. Ahlak ise hukuk ile benzerlik gösteren, toplum düzenini var eden hukukun kaynağıdır. Meslek

onuru toplumun o mesleğe vermiş olduğu değer iken, namus insanın kendinde ve başkalarında olan değerlere saygı göstermesidir. Vicdan ise insanın iyi ve kötüyü ayırt edebilmesi ve davranışlarını iyiden taraf kullanmasıdır (Topçu, 2019: 190). Ant içmek kavramı "bir şeyi yapmaya veya yapmamaya, söz vermek, yemin etmek (TDK) anlamında kullanılan Arapça kökenli "yemin" kelimesinin Türkçe karşılığıdır.

Yemin metninde geçen, hukuk, meslek onuru, kurallara uygun davranma, namus ve vicdan kavramlarının tamamının ahlak temelli evrensel kaideler olduğu görülmektedir. Toplumsal yapıda geniş bir karşılık bulan avukatlık mesleğinin icra edilmesi sırasında vazifeyi yapan kişilerin de, namus ve vicdan gibi iki önemli kavram üzerine söz vermiş olması, meslek sahipleri için belirleyici bir motivasyon unsuru olmakla beraber, yapılacak işin de ehemmiyetini vurgulamaktadır.

2. Güvenlik Alanında Meslek Yeminleri

2.1. Asker Yemini

"Barışta ve savaşta, karada, denizde ve havada, her zaman ve her yerde milletime, cumhuriyetime doğruluk ve muhabbetle hizmet ve kanunlara ve nizamlara ve amirlerime itaat edeceğime ve askerliğin namusunu, Türk sancağının şanını canımdan aziz bilip icabında vatan, cumhuriyet ve vazife uğrunda seve seve hayatımı feda edeceğime namusum üzerine ant içerim." (Avşar, 2012: 50).

Tema: Her Koşulda Vatana Hizmet- Bağlılık

Kodlar: Barışta ve savaşta, karada, denizde ve havada, her zaman ve her yerde, millet, cumhuriyet, Türk sancağı, candan aziz bilmek, hayatı feda etmek.

Metin Analizi

Yemin metninde geçen, Barışta ve savaşta, karada, denizde ve havada ifadeleri şart ne olursa olsun bu işi yapan kişilerin vazifeye hazır olduğunu anlatmaktadır. Ayrıca vazifenin vatan ve millet için yapılıyor olması ve bu uğurda insanın canını bile severek feda edebilmesi ifadesi yapılan işin sıradan bir iş olmadığını göstererek hem meslek olarak askerliği hem de bu vazifeyi yapan kişileri yüceltmektedir. Aynı zamanda bu ifadeler güçlü, cesur, mücadeleci, hâkim erkek duruşunu sergilemektedir. Metinde genel ifadelerin haricinde askerlik kavramının da yer alması meslek açısından yemin metnini daha özel hale getirmektedir.

2.2. Polis Yemini

"Türkiye Cumhuriyeti Anayasasına, Atatürk İlke ve İnkılâplarına Anayasada ifadesi bulunan Türk Milliyetçiliğine sadakatle bağlı kalacağıma Türkiye Cumhuriyeti kanunlarını Milletin hizmetinde olarak, tarafsız ve eşitlik ilkelerine, bağlı kalarak uygulayacağıma, Türk Milletinin, Milli, Ahlaki, İnsani, Manevi ve Kültürel değerlerini benimseyip, koruyup bunları geliştirmek için çalışacağıma, İnsan Haklarına ve Anayasanın Temel İlkelerine dayanan, Milli, Demokratik, Laik bir Hukuk Devleti olan, Türkiye Cumhuriyetine karşı görev ve sorumluluklarımı bilerek, bunları davranış halinde göstereceğime namusum ve şerefim üzerine ant içerim" (www.edmer.org.tr).

Tema: Millete Hizmet

Kodlar: Anayasa, Atatürk İlke ve İnkılâpları, Milliyetçilik, Türk milleti, milli, ahlaki, insani, manevi, kültürel değerler, insan hakları, laik hukuk devleti, görev, sorumluluk.

Metin Analizi

Polis toplumun iç güvenliğinin sağlanmasından sorumlu olan kişidir. Metinde devletin kurucu ilkeleri, yasalar ve bununla beraber toplumun milli ve ahlaki değerlerine vurgu yapılarak, polisin bu değerler ışığında vazifesini yerine getireceğine vurgu yapılmaktadır. Aynı zamanda iç güvenlikten sorumlu olan ve toplumun devamlı muhatap olabileceği bir kişinin Türk milletine hizmet ederken bu hizmeti yasalar çerçevesinde yapacağı belirleyici ifade olmaktadır. Metinde polis ifadesi geçmemektedir daha genel ifadeler üzerinden bir yemin metin oluşturulduğu görülmektedir.

3. Eğitim Alanında Meslek Yeminleri

3.1. Öğretmen Yemini

"Türkiye Cumhuriyeti Anayasasına, Atatürk inkılâp ve ilkelerine, Anayasada ifadesi bulunan Türk Milliyetçiliğine sadakatle bağlı kalacağıma; Türkiye Cumhuriyeti kanunlarını Milletin hizmetinde olarak tarafsız ve eşitlik ilkelerine bağlı kalarak uygulayacağıma, Türk Milletinin milli, ahlakı, insani, manevi ve kültürel değerlerini benimseyip, koruyup, bunları geliştirmek için çalışacağıma; insan haklarına ve Anayasanın temel ilkelerine dayanan milli, demokratik, laik bir hukuk devleti olan Türkiye Cumhuriyeti'ne karşı görev ve sorumluluklarımı bilerek, bunları davranış halinde göstereceğime namusum ve şerefim üzerine yemin ederim." (www.mevzuat.gov.tr).

Tema: Millete Hizmet

Kodlar: Anayasa, Atatürk İlke ve İnkılâpları, Milliyetçilik, Türk milleti, milli, ahlaki, insani, manevi, kültürel değerler, insan hakları, laik hukuk devleti, görev, sorumluluk.

Metin Analizi

Metin incelendiğinde polis yemin metni ile aynı olduğu görülmektedir. Özel olarak öğretmenlik mesleği, eğitim, öğrenci, okul gibi kavramlar kullanılmadan genel kavramlar üzerinden bir yemin metni oluşturulmuştur.

4. Sağlık Alanında Meslek Yeminleri

4.1. Doktor Yemini

"Tıp fakültesinden aldığım bu diplomanın bana kazandırdığı hak ve yetkileri kötüye kullanmayacağıma, hayatımı insanlık hizmetlerine adayacağıma, insan hayatına mutlak surette saygı göstereceğime ve bilgilerimi insanlık aleyhinde kullanmayacağıma, mesleğim dolayısıyla öğrendiğim sırları saklayacağıma, hocalarıma ve meslektaşlarıma saygı göstereceğime din, milliyet, cinsiyet, ırk ve parti farklarının görevimle vicdanım arasına girmesine izin vermeyeceğime, mesleğimi dürüstlük ve onurla yapacağıma, namusum ve şerefim üzerine yemin ederim." (www.edmer.org.tr).

Tema: Meslek Onuru

Kodlar: Tıp fakültesi, diploma, hak ve yetki, insan hayatı, insanlık, sır, saygı, ayrım gözetmemek, dürüstlük, onur.

Metin Analizi

Metin incelendiğinde genel ifadeler yerine direkt meslek vurgusunun yapıldığı görülmektedir. Tıp fakültesi ve diploma kavramları -sağlık sektörünün istismara açık bir alan olması hasebiyle herkesin bu işi yapamayacağı anlamı verilerek- sağlık çalışanı olarak yetkinliği göstermektedir. mesleğin icabı olarak sahip olunabilecek özel bilgilerin ifşa edilmemesi, insan hayatına,

hocalara, meslektaşlara saygı, hekimlik mesleğinin disiplinli yapısını göstermektedir. Ayrıca hiçbir ayrım gözetilmeksizin mesleğin icra edilmesi evrensel bir bakış açısını göstermektedir.

4.2. Hemşire Yemini

"Yüklenmiş olduğum sorumlulukların bilincinde geliştirdiğim anlayış ve becerilerimle herhangi bir ırk, inanç, siyasal veya sosyal düzen ayrımı gözetmeksizin, hastalarıma bakacağıma; Hayatı korumak, ıstırabı hafifletmek, sağlığı yüceltmek için gereken her türlü çabayı göstereceğime; Bakımım altındaki hastaların bütün değer ve dini inançlarına saygı duyacağıma; Bana birileriyle ilgili olarak verilen tüm bilgileri saklayacağıma; Hayatı ya da sağlığı tehdit edebilecek her türlü girişimlerden sakınacağıma; Mesleki bilgi ve becerilerimi en üst düzeyde tutmaya çalışacağıma; Sağlık ekibinin bütün üyeleri ile işbirliği yapacağıma ve onları destekleyeceğime; Bunların tümünü yaparken uluslararası hemşirelik ahlak yasasının onurunu korumak için gerekecek bütün çabaları sarf edeceğime ve hemşireliğin bütünlüğünü koruyacağıma ant içerim." (Bölüktaş, Özer ve Yıldırım, 2018: 92)

Tema: İnsan hayatı

Kodlar: Sorumluluk, ayrım gözetmemek, hayatı korumak, ıstırabı hafifletmek, sağlığı yüceltmek, inançlara saygı, sır, meslek onuru.

Metin Analizi

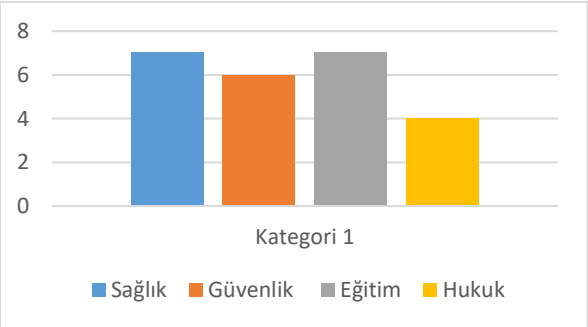
Hemşirelik yemininde de direkt meslekle ilgili ifadelere yer verilmiştir. Hastalara bakma, hayatı korumak, ıstırabı hafifletmek, sağlığı tehdit edebilecek girişimlerden uzak durmak genel ahlaki ifadeler yerine mesleği tarif etmek için kullanılmıştır. Aynı zamanda bu hassasiyetleri gösterirken hasta mahremiyetinin korunması, ayrım gözetilmemesi ve meslek onurunun korunması için çaba gösterilmesi de psikolojik motivasyon unsuru olarak vurgulanmıştır.

B. Görüşme Analizleri

Araştırmada görüşme formu hazırlanarak hukuk, güvenlik, sağlık ve eğitim olmak üzere dört alanda vazife yapan 24 meslek mensubu ile görüşme gerçekleştirilerek, analizleri yapılmıştır.

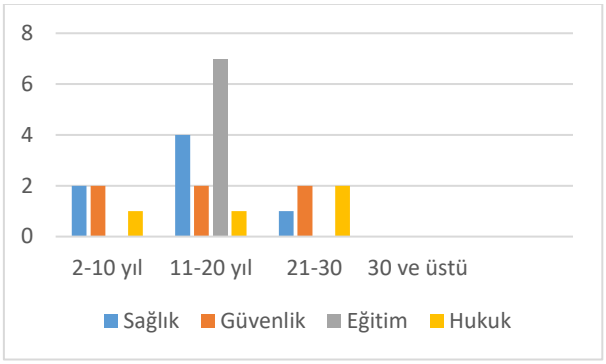
Görüşme yapılan meslek mensuplarından 7'si sağlık, 6'sı güvenlik, 7'si Eğitim, 4'ü ise hukuk alanında çalışmaktadır. Görüşme yapılan meslek grupları tablo 1.de gösterilmiştir.

Tablo 1. Görüşme yapılan meslek grupları



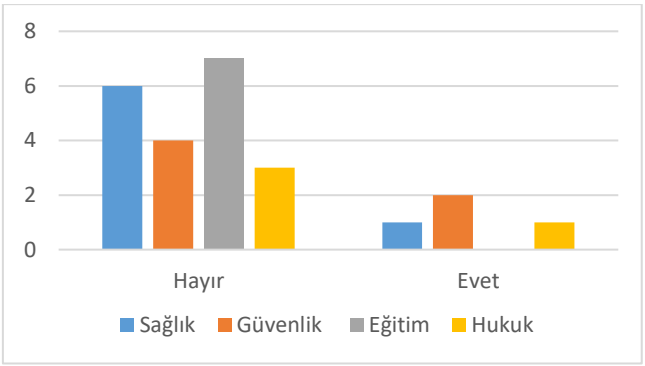
Araştırmaya katılanların 5'i 2-10 yıl 14'ü 11-20 yıl, 5'i 21-30 yıl hizmet yılı belirtilmiştir. Hizmet yılı tablo 2.de gösterilmiştir.

Tablo 2. Hizmet yılı



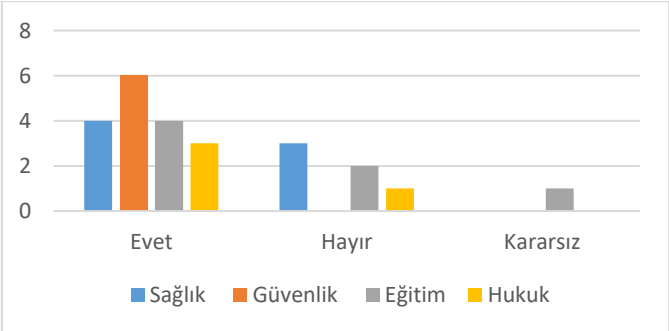
Katılımcıların 4'ü yapmış olduğu yemini hatırlarken, 20'si yapmış olduğu yemini hatırlamadığını belirtmiştir. Yemini hatırlama oranı tablo 3.de sunulmuştur.

Tablo 3. Yemini hatırlama oranı



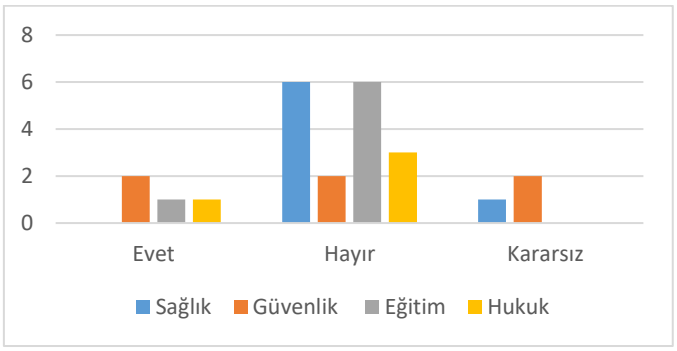
Yemine uymayan meslek sahipleri için yaptırım gerekli mi sorusuna katılımcıların 17'si evet cevabını verirken, 6'sı hayır cevabını vermiştir. 1 kişi ise kararsız olduğunu belirtmiştir. Yemine uymayan meslek sahipleri için yaptırım gerekliliği tablo 4'de belirtilmiştir.

Tablo 4. Yemine uymayan meslek sahipleri için yaptırım gerekliliği



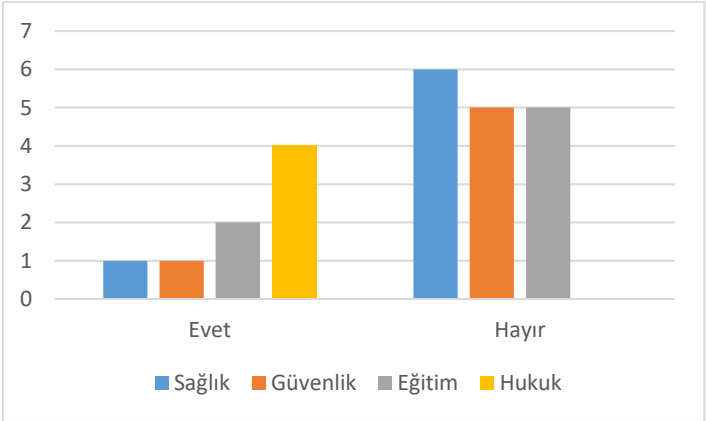
Meslek yemininin davranışınız üzerinde etkisi var mı sorusuna evet diyenlerin sayısı 4 iken, hayır diyenlerin sayısı 17'dir. 3 kişi ise kararsız olduğunu belirtmiştir. Meslek yemininin davranış üzerinde etkisi tablo 5.de verilmiştir.

Tablo 5. Meslek yemininin davranış üzerinde etkisi



Meslek sahiplerinin davranışının yeminle çelişme durumu sorulduğunda 8'i çeliştiğini belirtirken, 16'sı çelişmediğini ifade etmiştir. Meslek sahiplerinin davranışlarının yemin ile çelişme durumu tablo 6.da verilmiştir.

Tablo 6. Meslek sahiplerinin davranışlarının yemin ile çelişme durumu



Sonuç

İletişim toplumsal yapının zorunlu bir koşuludur. Toplumdaki hiçbir şey iletişim olmadan gerçekleşmez. Bu ortak yapı içinde iletişim tercihi bir eylem olmaktan çıkar. Dolayısıyla iletişim, toplumun ve toplumdan bağımsız olmayan bireyin varlığını devam ettirmesi için gerekli olan her şeyi sunan bir fiziksel ve düşünsel faaliyettir. Bu faaliyetle birey evde, otobüste, okulda, işyerinde gün içinde bulunduğu çok farklı mekanlarda karşılaşabilir.

Bir iletişim aracı olarak meslek yeminleri de özellikle ileri düzey iş bölümünün gerçekleştiği modern toplumlarda var olan göreve başlama ve görevi ifa etme sürecinin bir parçasıdır. Yemin genel olarak bir ikna sürecidir. Kaynağını dinden ve kültürden alan yemin ifadeleri ile öncelikle karşındakini ikna etmeyi ve inandırmayı hedefler. Ancak meslek yeminlerinde temel amaç yemin eden kişinin kendini ikna etmesidir. Kamusal sorumluluk üstlenen kişilerin hizmet sürecinde yemin ederek sorumluluğunun farkında olması amaçlanmıştır. Yeminle alakalı törensel etkinlikler ve yemin metinlerinde geçen ifadeler yaklaşım noktasında yemine verilen ehemmiyeti göstermektedir. Çalışmada kamusal alanda belirlenen sağlık, hukuk, eğitim ve

güvenlik olmak üzere dört meslek alanında yapılan meslek yeminleri içerik analizine tabi tutularak metin içinde yer alan kavramlar ana tema üzerinden değerlendirilmiştir. Yemin metinleri incelendiğinde evrensel ahlak kaideleri üzerinden verilen mesajlar görülmektedir. Genel olarak şeref, namus, vicdan kavramları üzerinden ant içme söz konusudur. Yemin kavramının dinlerle ilişkisi olmasına rağmen metinlerde direkt İslam fıkhına konu olacak ifadelere rastlanmamıştır. İncelenen yemin metinlerinde din üzerine, kitap üzerine yapılan bir yemine ya da Allah'ı şahit tutarak yapılan bir metne rastlanmamıştır. Türk milleti, kültürel değerler, meslek onuru, millete hizmet kavramlarının ön plana çıktığı görülmektedir. İncelenen metinlerde meslek gruplarına has mesajlar verilmiştir. Mesela asker yemininde vatan için can verme kavramı kullanılırken, doktor yemininde insan hayatına saygı ifadesi vurgulanmıştır. Ancak Öğretmen ve polis yemininde mesleğe dair ifadelere rastlanmamıştır genel olarak Türkiye Cumhuriyeti'ne hizmet vurgusu ön plana çıkmıştır.

İnsanın kimliği kendi hakkında ne söylediğinden ziyade neyi nasıl yaptığıyla belirlenir. Dolayısıyla insanı değerlendirebilmek için söylediğinden ziyade yaptığına bakmak gerekir. Kişi kendini lafla üretiyorsa bunu nasıl yaptığına bakmak gerekir (Erdoğan, 2011: 83). Bu yüzden metin analizleri neticesinde bu alanlarda vazife yapan kişilerin meslek yeminleriyle ilişkilerinin incelenmesi de amaçlanmıştır. Görüşme yapılan kişilerden elde edilen bilgiler doğrultusunda adalet, eğitim, sağlık ve güvenlik alanında yemin eden kişilerden %80'den fazlasının yaptığı yemini hatırlamadığı tespit edilmiştir. Bu da mesleki uygulamaları ettikleri yemine göre olarak değil, kendi vicdan ve prensipleri üzerinden yaptıklarını göstermektedir. Benzer neticeyi katılımcıların kahir ekseriyetinin "meslek yemininin davranışınız üzerinde etkisi var mı" sorusuna verdikleri hayır cevabında da görmekteyiz. Yine de meslek sahiplerinin davranışının yeminle çelişme durumu sorulduğunda % 70'i davranışlarının çelişmediğini ifade etmiştir. Araştırmanın ilginç ve paradoks içeren bulgularından biri meslek mensubu olan kişilerin çoğunun yaptığı yemini hatırlamamasına rağmen yine çoğunluğun yemine aykırı hareket edenlerin yaptırıma tabi tutulması gerekliliğine inanmasıdır. Dolayısıyla meslek mensuplarının büyük çoğunluğunun yemin metinlerini hatırlamamasına rağmen içerik olarak kabullendiği, metinlerde geçen ifadelerin uygulamada yer bulması gerekliliğine inandığı ve hatta bu içerikleri hatırlamamalarına rağmen uygulamaya çalıştıkları sonucu, yemin törenlerinin ve yemin metinlerinin tekrar incelenmesi gerekliliğini ortaya çıkarmaktadır. Uzun metinler yerine daha konsantre metinlerin tercih edilmesi akılda kalıcı olması için bir çözüm önerisi olarak sunulabilir. Ayrıca yemin törenlerinin periyodik aralıklarla tekrar edilmesi ve yemin metinlerinin çalışma alanlarında asılı olması farkındalık oluşturması için tavsiye edilebilir. Vicdani sorumlulukla metin içeriklerine uygun hareket etme kabul edilebilir bir uygulama olsa da kurumsal yapılarda işin vicdani sorumluluktan ziyade biçimsel çerçeveye uygun hareket etme gerekliliğinden kaynaklaması gerekmektedir. Aksi takdirde meslek yeminleri törensel etkinlikten öteye gitmeyen bir uygulama olarak karşımıza çıkacaktır.

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4. Sınıf Sosyal Bilgiler Dersi Öğretim Programında Yer Alan Kazanımların MineCraft Oyununa Göre Analizi

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ÖZET

Minecraft'ın içerik olarak öğrencilere sunabileceği seçenekler oldukça zengindir. Oyun evlerimizdeki legoları bilgisayar teknolojisi ile buluşturup sınırsız hayal gücü ve kaynaklar sunmaktadır Bu oyunun içerisinde kümes kurmak, tavuklara yem vermek, at ehlileştirmek, balık tutmak, ev yapmak, ağaç kesmek ve dikmek, fırın, sandık gibi eşyalar yapmak, maden üretmek gibi seçenekler mevcut olmakla birlikte uygun kazanımları arka planında tutarak kullanabilmek de mümkündür. Bu zengin eğlenirken öğrenen ortamın tam ortasında ise öğrencinin olduğunu düşününce Sosyal Bilgiler dersinde yer alan Coğrafi becerilerin etkililiği ve kalıcılığı artacaktır. Bununla birlikte öğrenciler arasında grup çalışması ve yarışmaların yapılabileceği gibi önceden hazırlanmış bir program ışığında da ders daha verimli bir hal alacaktır. Bu araştırmanın amacı 4. Sınıf Sosyal Bilgiler Dersi öğretim programında yer alan kazanımların Minecraft oyununa göre analizini yapmaktır. Bu kazanımların tespitinden sonraki aşama ise bu coğrafi oyuna entegre edilebilecek kazanımların öğrencilere bu yöntem ile öğretilmesidir. Araştırmanın doğasına uygun olması gerekçesiyle bu çalışmada nitel araştırma yöntemleri kullanılmıştır. Veri toplama aracı olarak doküman incelemesi yapılırken veri analizi ise doküman analizi ile desenlenmiştir. Sosyal Bilgiler dersi öğretim programına bakıldığında Kültür ve miras öğrenme alanından 1 kazanımın, İnsanlar, yerler ve çevreler öğrenme alanından 6 kazanımın tamamının, Bilim, teknoloji ve toplum öğrenme alanından 3 kazanımın, Üretim, dağıtım ve tüketim öğrenme alanından ise 4 kazanımın Minecraft ile Bloom taksonomisinin üst bilişsel düzeyde etkili bir biçimde öğretilebileceği tespit edilmiştir.

Anahtar Kelimeler: Minecraft, Coğrafi Becerileri, Coğrafi Oyunlar, Dijital Oyunlar, Sosyal Bilgiler Dersi Öğretim Programı

Analysis of the Achievements in the Classroom (4) Social Studies Course Curriculum According to the MineCraft

ABSTRACT

The options that Minecraft can offer to students as content are quite rich. The game combines legos in our houses with computer technology and offers unlimited imagination and resources. There are options such as setting up a coop, feeding chickens, taming horses, fishing, building a house, cutting and planting trees, making furnaces, crates, producing mines in this game, but it is also possible to use them by keeping the appropriate gains in the background. Considering that the student is in the middle of this rich learning environment while having fun, the effectiveness and permanence of the Geographical skills included in the Social Studies course will increase. However, group work and competitions can be held between students, as well as the course will become more efficient in the light of a pre-prepared program. Dec. The aim of this research is 4. The aim of the Classroom Social Studies Course is to analyze the achievements in the curriculum according to the Minecraft game. The next stage after determining these achievements is to teach students the achievements that can be integrated into this

geographical game using this method. Qualitative research methods were used in this study on the grounds that they are appropriate to the nature of the research. While document analysis is performed as a data collection tool, data analysis is patterned with document analysis. When looking at the Social Studies course curriculum, it was found that 1 acquisition from the field of culture and heritage learning, all 6 acquisitions from the field of people, places and environments learning, 3 acquisitions from the field of science, technology and society learning, and 4 acquisitions from the field of production, distribution and consumption learning, Bloom taxonomy with Minecraft can be taught effectively at an upper cognitive level.

Keywords: Minecraft, Geographical Skills, Geographical Games, Digital Games, Social Studies Course Curriculum

GİRİŞ

Günümüzde birçok dijital oyun eğitim-öğretim sürecine dahil edilmiştir. Bunlardan bir tanesi de Minecraft isimli oyundur. Bu oyun, 2009 yılında İsveç'te Mojang firması tarafından geliştirilmiş olup, gerçek dünya, oyunun dijital platformunda sanal bir modele dönüşmüştür. 2014 yılında ise Microsoftun, Minecraft Eğitim Sürümü (Minecraft: Education Edition [MinecraftEDU])'nü tasarlamak için Mojang firmasından telif hakları satın alınmıştır. Ayrıca Türkçe dil desteği de mevcuttur. 115 ülke eğitimde kullanmak üzere bu oyunu öğretim programlarına entegre etmişlerdir. Oyun içerisinde farklı ortamlarda gerçek dünyaya ait unsurların modellenmesi çeşitli nesnelerin tanınmasına imkân sağlaması da oyunun günlük yaşamla ne kadar iç içe olduğunu göstermektedir.

Minecraft oyununda sınırsız kaynaklar ile tamamen bireysel ve özgün tasarımlara yer verilebilme imkânı sağlanmıştır. "Creative Mode" yani "Yaratıcı Mod" ile Minecraft dünyası, keşfedilmiş sınırlı kaynaklar üzerinden bir yaşam kurma mücadelesini yansıtmaktadır. Bununla birlikte, temel yaşam ihtiyaçlarından olan barınma ihtiyacı için de oyuncu kendisini korumak için bir ev inşa edebilmektedir. Bu mod ise "Survival Mode" yani "Hayatta Kalma Modu" olarak tanımlanmaktadır (Mojang, 2009).

KURAMSAL ÇERÇEVE

OECD ve TALIS raporunda da belirtilen ve 21. yy. becerileri arasında sıralanan, problem çözme becerisi, yaratıcılık ve iş birliğine olanak sağlayan çözümler üretebilen bu oyunun, eğitim ve öğretim sürecinde yararlanılması Minecaft: Education Edition (MES)'ın bu versiyonunda olası görünmektedir (Mojang, 2014). Minecraft oyununda öğrenciler, günlük yaşama ait problemlere çözümler üretebilmektedirler. Örneğin bir baraj tasarımı yapıp, o şehrin su sorununu çözebilmektedirler. Ya da hava kirliliği sorununu çözmek için yeni enerji kaynakları geliştirip üretebilmektedirler. Ve bunların tamamını bir harita rehberliğinde yapmaktadırlar. Oyunun her bir bölümünde bir sabit bir harita kullanım alanına dair dönütler vermektedir. Oyunun içeriğine bakıldığında fen, matematik ve Sosyal Bilgiler dersinde kullanılabilirliğinin odlukça aktif olması gerekmektedir (Sarıçam ve Dostoğlu, 2017).

Öğretim programlarında; dijital yetkinlikle ilgili, öğrencilerin doğru bilgiye ulaşmaları konusunda özen gösterildiğine yer verilmiştir. Bununla birlikte, öğrencilerin eleştirel bir bakışa sahip olması, dijital dünyada gördüğü her bilgiyi sorgulaması ve eleştirel bir gözle bakması da dijital yetkinlik bağlamında edinilmesi istenen bir kazanımdır. Öğrencilerin, güvenli bir ortamda internet ağlarına erişebilir olması da dijital yetkinlik kapsamında verilmek istenen mesajın özünü iletmektedir (MEB, 2018a).

Konu ile ilgili önemli bir bilgi ise şu şekilde aktarılmaktadır; Birleşmiş Milletler Habitat Programı, Minecraft'ı köylülerin kentsel dönüşümü hayal edip alt yapı ve ihtiyaç analizinin bu bağlamda nasıl planlanması gerektiğini kurgulamak için 300 farklı köyde kullanmaktadırlar (Brand ve Kinash, 2013).

BULGULAR VE TARTIŞMA

Bu araştırmanın amacı 4. Sınıf Sosyal Bilgiler Dersi öğretim programında yer alan kazanımların Minecraft oyununa göre analizini yapmaktır. Bu kazanımların tespitinden sonraki aşama ise bu coğrafi oyuna entegre edilebilecek kazanımların öğrencilere bu yöntem ile öğretilmesidir. Araştırmanın doğasına uygun olması gerekçesiyle bu çalışmada nitel araştırma yöntemleri kullanılmıştır. Veri toplama aracı olarak doküman incelemesi yapılırken veri analizi ise doküman analizi ile desenlenmiştir. Sosyal Bilgiler dersi öğretim programına bakıldığında Kültür ve miras öğrenme alanından 1 kazanımın, İnsanlar, yerler ve çevreler öğrenme alanından 6 kazanımın tamamının, Bilim, teknoloji ve toplum öğrenme alanından 3 kazanımın, Üretim, dağıtım ve tüketim öğrenme alanından ise 4 kazanımın Minecraft ile Bloom taksonomisinin üst bilişsel düzeyde etkili bir biçimde öğretilebileceği tespit edilmiştir.

Gerçeğin, sanal modeller üzerinden bu derece sistematik bir biçimde öğretilebilir olması, ayrıca bir simülasyona gerek duyulmaması ders materyali sorunsalı yaşayan öğretmenler için çok kıymetli bir veri tabanı oluşturmaktadır. Öğrencilerin şarkıları öğrenebilmesi ve söyleyebilmesi (Chris, 2016) dili öğrenebilme ve etkili bir biçimde dili pratik düzeyde kullanabilmeye (Kuhn, 2018) kadar farklı disiplinleri içeren alanyazında Minecraft'tan faydalanan araştırmalara rastlanmıştır. Minecraft'ın, bilgisayar dillerini programlamayı öğrenmede de güçlü bir öğretim tekniği olduğuna dair bilgilere de çalışmalarda yer verilmiştir (Karsenti ve Bugmann, 2017). Bununla birlikte, eğitim ve öğretim programında, günlük yaşamda yaşanan problemlerin çözümünün önemini vurgulayan kazanımlar da mevcuttur (Yenilik ve Eğitim Teknolojileri Genel Müdürlüğü (YEĞİTEK) (MEB, 2018a). Böylelikle MES aracılığı ile Sosyal Bilgiler dersinin içerik ve kazanımları baz alınıp günlük yaşamdaki problemlerin çözümü için öğrencilerin yaratıcılık becerilerini aktif ederek, problemlere çözüm önerileri geliştirmeleri sağlanabilir.

SONUÇ VE ÖNERİLER

Sosyal Bilgiler dersi öğretim programına bakıldığında Kültür ve miras öğrenme alanından 1 kazanımın, İnsanlar, yerler ve çevreler öğrenme alanından 6 kazanımın tamamının, Bilim, teknoloji ve toplum öğrenme alanından 3 kazanımın, Üretim, dağıtım ve tüketim öğrenme alanından ise 4 kazanımın Minecraft ile Bloom taksonomisinin üst bilişsel düzeyde etkili bir biçimde öğretilebileceği tespit edilmiştir.

MES'in problem çözme, yaratıcı düşünme, iş birliğine dayalı öğrenme ve eleştirel düşünme becerisi gibi becerileri geliştirdiğine dair alanyazında çeşitli çalışmalar bulunmaktadır (Ellison, Evans ve Pike, 2016; Karsenti ve Bugmann, 2017; Nebel, Schneider, ve Rey, 2016). Bu beceriler öncülüğünde, problem çözme becerisinin geliştirilebilmesi için harita okuryazarlığının kullanılabilir olması ve bunun için CBS ile Minecraft başta olmak üzere, çeşitli dijital oyunların kullanılması mümkündür.

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Uluslararası Coğrafya Olimpiyatlarının 21. Yüzyıl Becerileri Açısından Değerlendirilmesi

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ÖZET

Coğrafi becerilere bakıldığında bunlar; Coğrafi gözlem, arazide çalışma, coğrafi sorgulama (Farkına varma, konu veya problemi tanımlama, açıklama, analiz etme ve yorumlama, gelecek ile ilgili tahminlerde bulunma ve karar verme, kişisel çıkarımlar yaparak bir kanıya verme süreçlerinden oluşmaktadır.), zamanı algılama, değişim ve sürekliliği algılama, harita becerisi, tablo, grafik ve diyagram hazırlama ve yorumlama ve kanıt kullanma becerileridir. Bu becerilerin ölçme ve değerlendirmeye tabi tutulması ise coğrafya olimpiyatları okuryazarlığı kavramını da beraberinde getirmektedir. Yalnızca coğrafi sorgulama becerisinin içeriğine bakılarak bile aslında bu okuryazarlık becerisinin önemini anlamak mümkündür. Coğrafya olimpiyatları okuryazarlık becerileri tüm bu coğrafi becerileri ölçmek için bir yol haritası belirlemiş olsa da amacına ve zamana hitap etmiş bir okuryazarlık becerisinin günümüz ile sınırlı kalmayıp geleceğe taşınacağı da büyük bir gerçekliktir. İşte tam da bu noktada 21. yüzyıl becerileri konunun anlam ve önemini anlamak ve yorumlamak açısından önem arz etmektedir. Bu araştırmanın amacı Uluslararası Coğrafya Olimpiyatlarının 21. Yüzyıl becerileri açısından değerlendirilmesidir. Araştırmanın doğasına uygun olması gerekçesiyle bu çalışmada nitel araştırma yöntemleri kullanılmıştır. Veri toplama aracı olarak doküman incelemesi yapılırken veri analizi ise doküman analizi ile desenlenmiştir. Uluslararası Coğrafya Olimpiyatlarında yer alan sorular incelendiğinde bu soruların; Eleştirel düşünme, problem çözme, iletişim, iş birliği, yaratıcılık, inovasyon, girişimcilik, esneklik ve uyum, sosyal ve kültürler arası ilişki ile üretkenlik ve sorumluluk becerileriyle ilişkili olduğu tespit edilmiştir.

Anahtar Kelimeler: Uluslararası Coğrafya Olimpiyatları, 21. Yüzyıl Becerileri, Coğrafya Eğitimi

Evaluation of the International Geography Olympiads in Terms of 21st Century Skills

ABSTRACT

When looking at geographical skills, they consist of geographical observation, field work, geographical inquiry (Awareness, identification of a topic or problem, explanation, analysis and interpretation, making predictions about the future and making decisions, making personal inferences and giving an opinion.), time perception, change and continuity perception, map skills, table, chart and diagram preparation and interpretation and evidence use skills. The subjection of these skills to measurement and evaluation also brings with it the concept of geography Olympiad literacy. Even by looking only at the content of the geographical inquiry skill, it is possible to understand the importance of this literacy skill. Although literacy skills of the geography Olympiad have determined a

roadmap for measuring all these geographical skills, it is also a great reality that a literacy skill that addresses its purpose and time will not be limited to the present but will be carried into the future. This is exactly at this point 21. century skills are important in terms of understanding and interpreting the meaning and importance of the subject. The aim of this research is to present the results of the 21st International Geography Olympiad. It is to be evaluated in terms of century skills. Qualitative research methods were used in this study on the grounds that they are appropriate to the nature of the research. While document analysis is performed as a data collection tool, data analysis is patterned with document analysis. When the questions in the International Geography Olympiads were examined, it was found that these questions were related to critical thinking, problem solving, communication, cooperation, creativity, innovation, entrepreneurship, flexibility and adaptation, social and intercultural decoupling, productivity and responsibility skills.

Keywords: International Geography Olympiad, 21. Century Skills, Geographical Education

GİRİŞ

Eğitimin temel amaçlarından biri de bireyleri yaşamın koşullarına en iyi biçimde hazırlamaktır. Bu amaçla eğitim, yaşamları boyunca karşılaşacakları problemlere karşı hazırlıklı olmaları için bireyleri problem çözme becerileri ile donatmakla sorumludur. Günümüzde değişen toplumsal, ekonomik ve teknolojik koşullarla birlikte eğitimden beklenen nitelikler de değişip, gelişmektedir. Örneğin Coğrafya derslerinde; Yalnızca şehirlerin yerleri, ülkelerin başkentleri, tarımsal ağlar, bir dağın yüksekliği ya da bir ülkenin yüz ölçümünü bilmenin temel bilgiler olarak sınıflandırıldığı anlaşılmaktadır. Artık öğrencilerden öğrenmeleri istenen 21. Yüzyıl becerileri ile donatılmış, öğrenmeyi öğrenmiş, problemin ne olduğunu değil o probleme en uygulanabilir yöntem ile çözüm üretebilen, insana ve çevreye duyarlı, sorumlu bir birey olarak yetişmesidir.

Bu özellikler sebebiyle, sorgulama temelli öğrenme öğrenci merkezli bir öğrenme yaklaşımı olarak kabul edilmektedir ve bu beklentileri karşılayabilecek bir yapıya da sahiptir. Sorgulama temelli öğrenmenin amacı, öğrencilerin temel bilgiyi öğrenmesi değil, öğrencilerin bilgiyi anlamlandırmaları da değil sorgulama temelli öğrenmenin amacı, öğrencilerin çeşitli görev ve sorumluluklar alarak, problem çözmek için var olan beceri ve değerlerin kazandırılmasıdır (Love, vd., 2015).

Sorgulama temelli öğrenme sonucunda öğrenciler, belli becerileri kazanırlar (Hwang, Wu, Zhuang ve Huang, 2017). Bir başka deyişle sorgulama temelli öğrenme, öğrencilere farklı beceriler kazandırırken, sorgulama özelinde de bir beceri kazandırmayı hedeflemektedir. Böylece bireyi yaşama hazırlamak sorgulama temelli öğrenmenin de ana amacını oluşturmaktadır (Kidman ve Casinader, 2017).

Problem, günlük yaşamda bireyin karşısında mücadele etmek zorunda olduğu şey olarak ifade edilmiştir (Adair, 2017; Huilt, 1992). Bununla birlikte problem, insanın bilişsel düşünme kapasitesini karmaşıklaştıran, belirsizliğe sebep olan bireyi huzursuz eden bir yapıya sahiptir. Bu his sosyal yaşamında içinde yer alan bireye, kendisine ve topluma karşı uyumsuzluk teşkil etmektedir (Duman, 2013; Kalaycı, 2006).

KURAMSAL ÇERÇEVE

Birey, zihninde ulaşmak istediği noktaya varmak için mücadele ediyorsa çözülmesine ihtiyaç duyulan problemlerin varlığı ortaya çıkmaktadır (Aksoy, 2003; Bingham, 1983). Probleme sahip olan bir durum, mevcut durumdan farklı niteliklere sahiptir (Kneeland, 2001; Öğülmüş, 2006). Bireyler, yaşamları süresince çeşitli problemlerle karşılaşmak ve mücadele etmek zorundadırlar (Çetinkale, 2006). Bu problem, öğretmenin derste verdiği ödev, sorumluluk, ya da yoldaki birinin sorusu, evde ebeveynlerinin sorusu olabilmektedir (Gelbal, 1991). Bir amaç uğrunda çalışmalara girişmek (Altun, 2000; Kalaycı, 2006) ve karşılaşılan zorluklarla mücadele etme süreci (Aksu, 1998; Bingham, 1983), bireyin karşısına çıkan problemi çözmesi konusundaki kararlılığı ve istekliliği (Konan, 2013) olarak, ifade edilen problem çözme, daima geliştirilip dönüştürülmesi gereken öneme sahip bir beceri niteliğine sahiptir.

Problemlerin analiz edilmesine ihtiyaç duyulması, problem çözme sürecinin de önemine dikkat çekmektedir. Problemlerin, bireyi birey yapan özellikleri olduğu düşünüldüğünde eğitim-

öğretim sürecinde problem çözme becerisine ne derecede önem verilmesi gerektiğine ilişkin algı netleşmektedir. Problemlerin etkili, doğru ve bir mantık çerçevesinde analiz edilip çözülebilmesi için probleme dair, problemin ne olduğuna dair ve çözüme dair tespitlerin doğru yapılmış olması gerekmektedir (Duman, 2013). Bir problemle karşı karşıya gelen kişi, o problemi çözebilmek için bir probleme karşı neler yapabildiği, nasıl çözüm üretebildiğini belirlerken bir nevi kendisini de tanımaktadır aslında. Bireyin bir problemi çözmesi demek aynı zamanda onun yaratıcı düşünceyi de bilişsel düzeyde geliştirmesi anlamına gelmektedir.

Problem çözme becerisi, ilk bakışta matematiksel bir olay ve matematik dersinde geliştirilen bir beceri gibi gözükse de bu beceri, yaşamın tüm alanlarında kritik bir öneme sahiptir. Çünkü problem çözme becerisi hem bilimsel bir süreç içinde bu becerinin geliştirebilmesi için bir öğrenme-öğretme stratejisini içermektedir. Bir başka algı ise problem çözme becerisinin, Sosyal Bilgiler dersi öğretim programında var olmasına rağmen, Fen Bilimleri ve Matematik derslerinde, Sosyal Bilgiler dersine göre daha önemli bir pozisyonda olduğu algısıdır.

Oysa Dünya Ekonomik Forumunun 2025 yılına ait yayınladığı geleceğin becerilerine bakıldığında problem çözme becerisinin, 21. Yüzyıla ait beceriler listesi içerisinde yer aldığı dikkati çekmekle birlikte bu becerinin, yaşamsal bir öneme sahip olduğu da açıkça vurgulanmaktadır. Yaratıcılık, problem çözme ve eleştirel düşünme gibi 21.yüzyıl becerilerinin çocuklara kazandırılmasının önemi çok büyüktür. Günümüzde hatırı sayılır ölçüde önem taşıyan bir problemin varlığı değildir. Problemlere çözüm üretememek ve çözümleri başka disiplinlerle ilişkilendirememek, eksikliğin kendisidir (Capraro, 2013).

Problem çözme becerisinin bireylere kazandırılması, gerçek dünya üzerindeki problemlerin çözümü için önemlidir (Tanenbaum, 2016). Aynı zamanda bireylere problem çözme becerisi kazandırmak diğer derslerle de disiplinlerarası bir entegrasyon sağlayacak olup günlük yaşamdaki problemlerin çözümüne katkı sunacak bir beceri olarak değerlendirilmektedir (Basham ve Marino, 2013).

21. yüzyılın mesleklerine bakıldığında akademik beceriler olarak nitelendirilen okur-yazarlık becerisinin, matematiksel bir problemi çözebilmenin dışında, farklı bir problem çözme becerisine sahip olmaları gerektiği vurgulanmaktadır. Bu beceri bireylerin yaşamlarında karşılaşacakları problemleri tanıyıp, ona göre çözüm bulmalarını sağlayacak bir yetiye sahip olmalarını gerekli kılmaktadır. Bu noktada, yaşamın içerisinde canlı bir biçimde varlığını sürdüren, bireylerin yaşamlarını, doğayla ve birbirleriyle olan ilişkilerini, geçmiş ve günümüz çerçevesinde değerlendiren Sosyal Bilgiler dersine büyük bir görev düşmektedir.

BULGULAR VE TARTIŞMA

Problem çözme becerisine yönelik algı, kararlılık ve isteklilik temalarından oluşan araştırma aynı zamanda çeşitli alt temalara da sahiptir. Bu alt temalar; Öğrencileri analiz, sentez ve değerlendirme yapmaya yönlendirme, öğrencilere 21.yüz yıl becerileri başlığı altında yer alan karar verme, iş birlik öğrenme gibi becerileri de kazandırma, Zorlukları fırsata çevirmenin yollarını bulma, öğrencilerin topluma hizmet edecek ve topluma fayda sağlayacak bir birey olarak yetişmesini sağlayacak değerlerin öğretilmesi, özgüven, öz saygı, risk alma ve kriz yönetimini kazanabilme becerisi elde etmelerini sağlama, öğrencilerin günlük yaşam

kalitelerini yükseltme gibi boyutlar yer almaktadır. Araştırma bulgularında da değinilecek olan bu alt boyutların harita etkinlikleri ile problem çözme becerisinden kaynaklandığına dair bulgular ve öğrenci ifadelerine yer verilmiştir.

Coğrafya olimpiyatları okuryazarlık becerileri tüm bu coğrafi becerileri ölçmek için bir yol haritası belirlemiş olsa da amacına ve zamana hitap etmiş bir okuryazarlık becerisinin günümüz ile sınırlı kalmayıp geleceğe taşınacağı da büyük bir gerçekliktir. İşte tam da bu noktada 21. yüzyıl becerileri konunun anlam ve önemini anlamak ve yorumlamak açısından önem arz etmektedir. Bu araştırmanın amacı Uluslararası Coğrafya Olimpiyatlarının 21. Yüzyıl becerileri açısından değerlendirilmesidir.

SONUÇ VE ÖNERİLER

Uluslararası Coğrafya Olimpiyatlarında, görsel ve yaşamın içinde yer alan soru ve sorunların önemini kavradıktan sonra, bu çalışmanın ülkemiz öğrencileri üzerindeki etkisini tespit edebilmek adına önem taşıdığı için araştırmaya yönelik bir motivasyon kaynağı olmuştur. Uluslararası Coğrafya Olimpiyatlarında yer alan sorular incelendiğinde bu soruların; Eleştirel düşünme, problem çözme, iletişim, iş birliği, yaratıcılık, inovasyon, girişimcilik, esneklik ve uyum, sosyal ve kültürler arası ilişki ile üretkenlik ve sorumluluk becerileriyle ilişkili olduğu tespit edilmiştir.

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Examination of Consumers' Choice of Cleaning Materials with Conjoint Analysis

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ABSTRACT

In order to combat customer satisfaction and competition conditions in the consumer market, companies must be able to produce products that meet the demands of consumers. In order to compete with many products in the market and to be the reason for preference, the consumers wishes gain importance. In this context, it is of great importance to understand the preferences of consumers in the selection of cleaning products and to produce according to these preferences. The subject of the study is the examination of the factors affecting the preferences of cleaning materials in the consumer market with the conjoint analysis method. Conjoint analysis, which is one of the multivariate statistical analysis methods, is a widely used analysis to measure and determine how consumer preferences change within the scope of multi-feature and qualified products. The aim of the study is to determine the degree of importance of the factors that people give the most importance in the selection of cleaning materials and to determine which of the determined levels will be demanded more. After this determination, it is the examination of which features the company should give importance to the production of cleaning materials according to the preferences. Cards consisting of the factors of price, brand, smell, accessibility and degree of promotion, which are important in the selection of cleaning materials, were prepared. For these cards, the participants were asked to rank from the most preferred to the least preferred. As a result of the study, it was determined that the brand of cleaning materials was the most important among the preferences with 32%.
Key Words: Cleaning material selection, Conjoint analysis, SPSS analysis

Konjoint Analizi ile Tüketicilerin Temizlik Malzemesi Seçiminin İncelenmesi

ÖZET

Çok değişkenli istatistiksel analiz yöntemlerinden biri olan konjoint analizi çok özellik ve nitelikli ürünler kapsamında tüketici tercihlerinin nasıl değiştiğini ölçmek ve belirlemek amacıyla yaygın olarak kullanılan bir analizdir. Bu yöntemin temelinde tüketicilerin bir şeyin faydasını veya değerini, her bir özniteliğin sağladığı ayrı miktarlarda faydayı birleştirerek değerlendirme vardır. Diğer çok değişkenli metodlar ile karşılaştırıldığında, araştırmacının kendisinin özellikler ve düzeylerini seçerek ürün veya hizmetleri gerçek ya da hipotetik olarak inşa ettiği tek yöntemdir. Çalışmanın konusu tüketici piyasasında temizlik malzemeleri tercihlerini etkileyen faktörlerin konjoint analiz yöntemiyle incelenmesidir. Amacı ise kişilerin temizlik malzemelerinin seçimlerinde en fazla önem verdikleri faktörlerin önem derecesinin belirlenmesi ve belirlenen düzeylerin hangisinin daha çok talep edileceğinin tespiti. Bu tespitten sonra tercihlere göre firmanın hangi özelliklerde temizlik malzemesi üretimine

önem vermesi gerektiğinin incelenmesidir. Temizlik malzemesi seçiminde önemli olan fiyatı, markası, kokusu, ulaşılabilirliği ve promosyonu derecesi faktörlerinden oluşan kartlar hazırlanmıştır. Oluşturulan bu kartlar için katılımcılardan en çok tercih edilenden en az tercih edilene doğru sıralaması istenmiştir. Çalışma sonucunda temizlik malzemelerinin markasının %32 ile tercihler içerisinde en önemli olduğu tespit edilmiştir.
Anahtar kelimeler: Temizlik malzemesi seçimi, Konjoint analizi, SPSS analizi

GİRİŞ

Tüketici piyasasında müşteri memnuniyeti ve rekabet şartları ile mücadele edilebilmesi için firmaların tüketicilerin isteklerine uygun ürünler üretebilmesi gereklidir. Piyasada bulunan birçok ürün ile yarışabilmek ve tercih sebebi olabilmek için tüketicilerin istekleri önem kazanmaktadır. Bu kapsamda tüketicilerin temizlik ürünleri seçimlerindeki tercihlerini iyi anlamak ve bu tercihlere göre üretim yapmak büyük önem taşımaktadır. Çalışmanın bu konuda tüketicilerin isteklerine yönelik ürünlerin üretilmesi konusunda firmaya ışık tutacağı düşünülmektedir. Bu amaçla konjoint analizi kullanılacaktır. Konjoint analizi literatürde bir çok alanda uygulanan bir yöntemdir.

Yang ve diğ., (2017) yaptıkları araştırmacı vaka çalışmasında, çevrimiçi otel incelemesi bağlamındaki yorum yararlılığı açısından altı buluşsal özelliğin (inceleyenin konumu, inceleyenin seviyesi, inceleyenin faydalı oyu, inceleme puanı, inceleme uzunluğu ve inceleme fotoğrafı) karşılaştırmalı önemini incelemeyi amaçlamışlardır. Bu amaçla TripAdvisor'daki bir otel hakkında toplam 1.158 yorumu toplamış ve Konjoint analizi metoduyla analiz etmişlerdir. Sonuç olarak yorum puanı ve yorumcu faydalı oyu özelliklerinin en önemli iki faktör olduğunu tespit etmişlerdir. Son olarak, çalışmanın bulgularına dayalı olarak üç ana önerme öne sürülmüşler ve çeşitli teorik ve yönetsel çıkarımları tartışmışlardır.

Ong ve diğ., Konjoint analizi yaklaşımını kullanarak en çok tercih edilen sütlü çay özelliklerinin kombinasyonunu belirlemeyi amaçlamışlardır. Spesifik olarak, çalışmalarında tapyoka incilerinin boyutu, şeker seviyesi, fiyat aralığı, markalar, sütlü çay türü, krem peynir içeriği ve buz miktarı gibi farklı özellikleri dikkate almışlardır. Sütlü çay tüketicilerinin tercihini değerlendirmek için ortogonal desenli konjoint analizi kullanmışlardır. Sonuç olarak, inci boyutunun tüketiciler tarafından en çok dikkate alınan özellik (%29,137), ardından şeker seviyesi (%17,373), buz miktarı (%17,190), içecek türü (%13,421), fiyat (%11,207) olduğunu ve en az dikkate alınanların ise krem peynir içeriği (%9,525) ve markalar (%2,147) olduğunu belirlemişlerdir.

Silayoi ve Speece (2007), Konjoint analizi yaklaşımını kullanarak Tayland'da paketlenmiş gıda ürünleri için tüketiciler arasında ambalaj tasarımının önemini ve ambalajın tüketici iletişimi için bir araç olarak rolünü incelemişlerdir. Analiz sonucunda, paketleme teknolojisi hakkındaki algıların, tüketicinin satın alma olasılığı üzerinde genel olarak en önemli rolü oynadığını göstermişlerdir.

Sharma ve diğ., (2023) hükümette ve daha spesifik olarak Hindistan eyalet hükümetlerinde kamu hizmetlerinin sunumunda blok zincirinin benimsenmesi için kritik zorlukları tanımlamışlardır.

Kritik zorlukları belirlemek için bir literatür taraması ve paydaşlarla bir odak grubu çalışması gerçekleştirmişlerdir. Her zorluğu Konjoint analizi metodunu kullanarak paydaşların görüşlerine göre sıralamışlardır. Bu çalışmaları ile, Blockchain'in hükümet tarafından benimsenmesiyle ilgili olarak, ekolojik değişimlerin teknolojiden daha önemli bir zorluk olduğuna işaret etmişlerdir.

Lin ve diğ., (2021) kanıta dayalı müdahalelerin (KDM) benimsenmesinde hastane paydaşlarının karar verme sürecini araştırmak için bir pazarlama araştırması tekniği olan Konjoint analizi metodunu kullanmışlardır. Çalışmada, Çin'in Fujian kentindeki altmış

hastane müdürü, (1) idari destek, (2) maliyet, (3) personel katılımı, (4) format, (5) süre, (6) teknik destek ve (7) hastane ile öncelik uyumu dahil olmak üzere yedi özelliğin tercih edilen ve tercih edilmeyen seviyelerine sahip sekiz varsayımsal senaryo üzerinden KDM nin hastanelerinde benimseme olasılığını değerlendirmiştir. Yazarlar, müdahale uygulamasının parasal maliyetinin (etki puanı = 2,12), KDM nin benimsenme olasılığı üzerinde en büyük etkiye sahip olduğunu, bunu müdahalenin süresi (etki puanı = 0,88), teknik desteğin mevcudiyeti (etki puanı = 0,69) ve biçimin esnekliği faktörlerinin (etki puanı = 0,36) izlediğini ifade etmişlerdir. Diğer özelliklerin etki puanlarının istatistiksel olarak anlamlı olmadığını belirtmişlerdir. Bulguların, sağlık hizmetleri ortamlarında müdahalelerin geliştirilmesi ve yaygınlaştırılmasında maliyet, süre, teknik destek ve format esnekliğinin dikkate alınmasının önemini ortaya koyduğunu ifade etmişlerdir.

Jantzi ve McSweeney (2019) çalışmalarında Nova Scotia tüketicilerinin şarabı sevmesine neden olan özellikleri araştırmayı hedeflemişlerdir. Bir literatür taraması yapmışlar ve şarap tutkunlarından oluşan bir odak grubu (n = 15) belirlemişlerdir. Şarap stili, üretim yöntemi, menşe bölgesi, fiyat ve lezzet dahil olmak üzere beş özellik belirlemişlerdir. Bu öznitelikleri seçime dayalı bir Konjoint analizi anketi oluşturmak için kullanmışlardır. Anketi Kanada Nova Scotia' da ikamet eden 374 kişiye (40,5 ± 11,6) uygulamışlardır. Yaptıkları çalışmada sonuç olarak fiyat ve menşe bölgesinin Nova Scotian şarap tüketicileri için en önemli nitelikler olduğunu göstermişlerdir. Lezzet açıklamalarının tüketici tercihi üzerinde ciddi bir etkisi olmadığını ifade etmişlerdir.

Igarashi ve diğ. (2022) Japon bireylerinin varsayımsal bir bulaşıcı hastalığa karşı aşılanma isteklerini araştırmışlardır. Bir internet anket ajansı aracılığıyla genel bir halk panali ile Konjointanalizi yapmışlardır. Aşı etkinliği, aşı güvenliği, bağışıklık süresi ve fiyat, faktörlerini analizözellikleri olarak seçmişlerdir. Her katılımcı, çevrimiçi bir panel kullanarak 12 varsayımsal senaryoarasından seçim yapmıştır. Daha yüksek etkinlik, yaşam boyu bağışıklık süresi ve pandemi korkusu, aşı olma isteğini olumlu etkilerken, daha yüksek aşılama fiyatı ve daha yüksek toksisite olumsuz etkilere sahip olduğunu ifade etmişlerdir. Çalışma popülasyonunun toplam %69,2'si %100 etkili, ömür boyu bağışıklığı olan, düşük toksisiteli ve ücretsiz bir aşı yaptırmaya istekli olduğu sonucuna varmışlardır.

1. MATERYAL VE METOT

Konjoint analizinin uygulaması ve beklenen yararlarının optimum sonuç verebilmesi için aşağıdaki aşamalarda yürütülmesi gereklidir (Sönmez, 2006).

1- Mal ve hizmetin önem arz eden tüm özelliklerinin belirlenmesi
2- Her özelliğe ilişkin düzeylerin belirlenmesi
3- Gerekli anket formatının hazırlanması
4- Anket uygulaması
5- Her anket için her özelliğin tüm düzeylerinin tüketime etkisinin tahmin edilmesi
6- Benzer özellik tercihlerinde bulunan tüketicilerin gruplanarak bazı ortak tercih modellerinin veya tüm tüketiciler için genel tüketim modelinin oluşturulması
7- Çalışmada ele alınan ürünün rakip mal alternatifleri arasında tercih paylarının tüm pazar veya seçilmiş pazar kesintileri için simüle edilmesi

Yukarıda sıralanan aşamalardan ilkinde, konu edilen mal veya hizmetle ilgili tercih belirlemede etkisi olabilecek tüm özelliklerin belirlenmesi gerekir. Bu özelliklerin belirlenirken konuya üretici ve tüketici yönünden yaklaşmada yarar vardır.
İkinci aşama büyük ölçüde birinci aşamaya bağlı olup bu aşamada belirlenen özelliklerin her biri için anlamlı olacak düzeylerin de aynı mantık çerçevesinde belirlenmesi gerekir.

İlk iki aşamada belirlenmiş özellikler ve düzeylerinden sonra anket formunun hazırlandığı üçüncü aşamada soruların açık, net kısa olmasına dikkat edilerek bir anket formu oluşturulur.
Dördüncü aşama olan anket uygulamasında özellikle uygulanması gereken en önemli husus, anketin gerçekleşen talep durumunda doldurulmasıdır.
Beşinci ve izleyen diğer iki aşama, kullanılan bilgisayar paket programı ile ilgili olup, araştırmacının müdahalesi söz konusu değildir. Bu aşamaların en önemli konusu, elde edilen analiz sonuçlarının doğru yorumlanmasıdır ki bu da büyük ölçüde araştırmacının deneyimine ve konu hakkında bilgi sahibi olmasına bağlıdır (Şimşek ve Akman, 2022).
Her istatistiksel çalışmada olduğu gibi bu çalışmada da doğru bilgi elde edilmesine, sırlamanın ciddi ve özenle yapılmasına dikkat edilmiştir. Çünkü Konjoint analizi yöntemi bilinçli tüketici ile karşı karşıya olduğu varsayımı üzerine kurulmuştur.
Son olarak elde edilen sonuçlar yorumlanır. Dikkat edilmesi gereken en önemli şey sonuçların doğru yorumlanmasıdır.
Bu araştırmada tüketicilerin temizlik ürünlerini seçerken nelere dikkat ettikleri, seçimlerinde hangi özellikleri daha ön planda tuttukları Konjoint analizi yardımıyla belirlenmiştir. Analizde fiyat, marka, koku, promosyon ve ulaşılabilirlik faktörler olarak belirlenmiştir. Değişkenlere ait düzeyler Tablo 1 de gösterilmiştir. Faktörler belirlenirken tüketicilerin en çok dikkat edebilecekleri özellikler göz önüne alınmıştır.

Tablo-1: Değişkenlere ait düzeyler

Özellik	**Boyut**	**Boyut sayısı**
Koku Derecesi	(Az), (Orta), (Çok)	3
Fiyat	(<40), (40-60), (>60)	3
Promosyon	(Var), (Yok)	2
Ulaşılabilirliği	(Kolay), (Zor)	2
Marka	(Bingo), (Cif), (Domestos) (Domol)	4

Analizler için veriler anket toplama yöntemiyle elde edilmiştir. 10 kişiye elektronik ortamda anketler iletilmiştir.
Tüketicilerin temizlik ürünlerinde aradıkları özelliklerin önem derecesini belirlerken belirlenen düzeylerin demografik özellikler ile incelenmesi için cinsiyet, yaş, çalışma durumu, mesleği, medeni durumu olmak üzere 5 demografik bilgi belirlenmiştir. Tercihlerin belirlenmesi için Konjoint Analizi kullanılmıştır.

2. BULGULAR VE TARTIŞMA

Bu çalışmanın amacı temizlik ürünü kullanımında kişilerin hangi özelliklere göre tercih yaptığının belirlenmesine yöneliktir. Uygulama adımları şu şekildedir.

1.Adım. Değişkenlerin ve düzeylerinin belirlenmesi:

Değişkenler: Koku derecesi, fiyat, promosyon, ulaşılabilirliği, marka faktörler belirlenmiştir. Düzeyler: Fiyat: <40, 40-60, >60 ; Koku derecesi: az, orta, çok; Promosyon: var, yok; Ulaşılabilirliği: kolay, zor; Marka: bingo, cif, domestos, domol olmak üzere belirlenmiştir.

Demografik bilgiler: Yaş: 18-25, 25-35, 35-45, 45-55, 55 ve üstü; Cinsiyet, Medeni durum, meslek, çalışma durumu olmak üzere 5 başlık belirlenmiştir.

2.Adım. Değişken-düzey kombinasyonunun belirlenmesi:

Anket tekniği açısından tüm olası kombinasyonlarının sıralanması mümkün olmadığından dolayı her bir özellik ve düzeylerinin seçiminin birbirinden bağımsız olduğu varsayımı ile sadece ana özelliklerin dikkate alındığı "ortogonal düzen" adı verilen deney düzeni kullanılmaktadır. Bu düzen SPSS paket programı ile gerçekleştirilmiştir. Kriterlere göre yer alan kombinasyonları 3*3*2*2*4=144 adet olmaktadır. Bu araştırma kapsamında olası kombinasyonlar çok olduğu için ortogonal bir alt küme oluşturulmuştur. Ortogonal tasarımda 25 CardID + 4 Holdout CardID oluşturulmuştur. Oluşturulan kart listesi Tablo 2'de yer almaktadır.

3.Adım. Anket formunun hazırlanması:

Uygun anket formu oluşturulmuş ve katılımcılara online olarak ulaştırılmıştır. İlk tercih edecekleri karta 1 vererek son tercih edecekleri karta doğru sıralama yapılması istenmiştir. Ayrıca demografik bilgilerde girilmiştir.

4.Adım. Verilerin toplanması:

Elde edilen veriler excelde birleştirilmiştir. 10 kişi tarafından anketler doldurulmuştur.

5.Adım. Analizin yapılması

Elde edilen veriler birleştirildikten sonra SPSS paket programı ile analizleri gerçekleştirilmiştir.

Tablo-2: Ortogonal tasarım sonucu elde edilen kartlar

Card List

	Card ID	Ürünün Markas	Ürünün Fiyat	Koku Derecesi	Ürünün Ulalabilirlii	Ürün Promosyonu
1	1	Cif	40-60	Orta	Kolay	Yok
2	2	Domol	<40	Orta	Kolay	Var
3	3	Bingo	40-60	Çok	Zor	Var
4	4	Domestos	<40	Orta	Zor	Yok
5	5	Domol	>60	Az	Zor	Yok
6	6	Bingo	<40	Orta	Kolay	Yok
7	7	Bingo	40-60	Az	Kolay	Yok
8	8	Bingo	<40	Orta	Kolay	Var
9	9	Domol	<40	Çok	Zor	Yok
10	10	Domestos	<40	Az	Kolay	Var
11	11	Domol	40-60	Az	Kolay	Var
12	12	Cif	<40	Çok	Kolay	Var
13	13	Domestos	40-60	Orta	Zor	Var
14	14	Cif	<40	Az	Zor	Var
15	15	Bingo	<40	Az	Kolay	Var
16	16	Domestos	40-60	Çok	Kolay	Yok
17	17	Bingo	40-60	Orta	Zor	Var
18	18	Bingo	<40	Az	Zor	Yok
19	19	Domestos	>60	Az	Kolay	Var
20	20	Cif	40-60	Az	Zor	Var
21	21	Domol	40-60	Orta	Kolay	Var
22	22	Bingo	>60	Çok	Kolay	Var
23	23	Cif	>60	Orta	Kolay	Yok
24	24	Bingo	40-60	Az	Kolay	Yok
25	25	Bingo	>60	Orta	Zor	Var
26[a]	26	Bingo	40-60	Az	Zor	Yok
27[a]	27	Domestos	<40	Çok	Kolay	Var
28[a]	28	Domestos	<40	Az	Zor	Yok
29[a]	29	Bingo	40-60	Az	Zor	Var

a. Holdout

Demografik bilgilerin analizlerinin bazıları şu şekildedir. Tablo 3'de ankete katılanların demografik özelliklerine göre ağılımı görülmektedir. Cevaplar incelendiğinde ankete katılanların çoğunluğunu % 80 ile kadınların oluşturduğu gözlenmektedir. % 40 ile 25-35 yaş arasının oluşturduğu gözlenmektedir. Mesleklerine bakıldığında % 30 ile öğretmen ve %30 ile mühendislerin oluşturduğu gözlenmektedir. Çoğunluğu %50 ile lisans mezunları oluşturmaktadır. Katılımcıların hepsi çalışmaktadır.

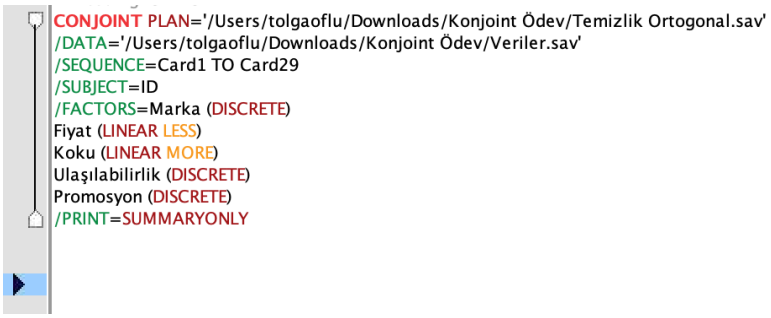
Tablo-3: Katılımcıların demografik özellikleri

Cinsiyet		**Eğitim**	
Kadın	8	Lise	1
Erkek	2	Üniversite	5
		Lisansüstü	4
Yaş		**Meslek**	
18-25	2	Mühendis	3
26-35	4	Öğretmen	3
36-45	3	Satış yöneticisi	2
46 ve üstü	1	Teknik uzman	2

Konjoint analizi yapılabilmesi için gerekli ortogonal tasarım ve veri dosyası daha önce belirtildiği gibi hazırlanmıştı. Hazırlanan plan ve veri dosyaları yardımı ile analiz gerçekleştirilir.

Konjoint analizi'nin SPSS programında grafiksel ara yüzü bulunmamaktadır. Bu nedenle, SPSS programında Syntax oluşturularak analiz yapılır. SPSS programında Syntax yazılacak yere File>New>Syntax menüleri basılarak ulaşılmaktadır. Bu doğrultuda örneğimiz için oluşturulan Syntax kodu Tablo 4 de verilmiştir.

Tablo 4. Veri analizi için oluşturulan Syntax



Bu Syntax'ın hazırlanabilmesi için öncelikle daha önce elde edilen iki dosyaya gereksinim vardır. Bu dosyalardan biri plan dosyası diğeri ise veri dosyasıdır. Plan dosyası, araştırmadaki ortogonal tasarımı içermektedir. Veri dosyası ise ankete katılanların ürünü değerlendirirken Cardlara verdikleri puanları kapsamaktadır. Tablo 4' de verilen Syntax incelendiğinde araştırmamızda plan dosyası olan ortogonal tasarımın elde edildiği dosya "Temizlik Ortogonal", verilerin oluşturduğu dosya veri dosyası ise "Veriler" adında yer almaktadır.

Syntax çalıştırılarak elde edilen sonuçlar Tablo 5' de yer almaktadır.

Katılımcıların kararlarındaki ilk önemli faktör marka onu sırasıyla ulaşılabilirlik, promosyon, fiyat ve koku takip etmiştir. Faktör düzey katsayıları incelendiğinde katılımcılar için en iyi tercihler sırasıyla; domestos (0.819), ulaşılabilirlik kolay (0.344), promosyon var (-1.260), fiyat <40 (-1.259), koku çok (2.250) olarak tahmin edilmiştir ve tabloda yer almaktadır.

Konjoint modeli:

Y= 14.331 + (0.819) domestos + (0.344) ulaşılabilirlik + (-1.260) promosyon + (-1.259) fiyat + (2.250) koku

şeklindedir. En iyi kriterlere ait modelin sonucu 15.225 birimlik fayda sağlamaktadır.

Tablo 6'da korelasyon analizi sonuçları görülmektedir.

Tablo-5: Konjoint analizi fayda

Utilities

		Utility Estimate	Std. Error
Marka	Bingo	-1.156	.778
	Cif	.194	.963
	Domestos	.819	.963
	Domol	.144	.963
Ulalabilirlik	Kolay	.344	.518
	Zor	-.344	.518
Promosyon	Var	-1.260	.518
	Yok	1.260	.518
Fiyat	<40	-1.259	.679
	40-60	-2.518	1.357
	>60	-3.777	2.036
Koku	Az	.750	.679
	Orta	1.500	1.357
	Çok	2.250	2.036
(Constant)		14.331	1.814

Tablo-6: Korelasyon analizi

Correlations[a]

	Value	Sig.
Pearson's R	.665	.000
Kendall's tau	.497	.000
Kendall's tau for Holdouts	-.183	.359

a. Correlations between observed and estimated preferences

Araştırmada yapılan korelasyon analizinde değişkenler arasındaki ilişkinin, miktarının Pearson's R=0.665, p=0.000, Kendall's Tau=0.497, p=0.000 olduğu tespit edilmiştir. Dolayısıyla, kurulan konjoint modeli ile gözlenen sonuçlar arasında yüksek bir ilişkinin olduğu sonucu elde edilmiştir.

3.SONUÇLAR

Konjoint analizi işletmeler ve her türlü hizmeti sağlayan kuruluşlar için başta tüketici eğilimlerini anlama açısından çok faydalı bir tekniktir. İşletmeler ya da girişimciler, tüketicilere en çekici gelen gelecek özelliklerin kombinasyonunu bilmekle her zaman ilgilendikleri için, bu yöntem sayesinde üretici ya da girişimciler ürettikleri ve üretecekleri ürün ya da hizmet kombinasyonlarını doğru belirleyerek müşteri, Pazar ve maliyet açısından rekabet avantajı elde edebilmektedir.

Çalışmada tercih edilmesi gereken temizlik ürünlerine yönelik belirlenmiş olan değişkenler ve düzeyler:

Marka: Bingo, Cif, Domestos, Domol, Fiyat: <40, 40-60, >60, Koku: az, orta, çok, Ulaşılabilirlik kolay, zor, Promosyon: var, yok, Demografik bilgiler: Yaş: 18-25, 25-35, 35-45,

45-55, 55 ve üzeri, Cinsiyet, Çalışama durumu, Meslek durumu, Öğrenim durumu, Medeni durumu yer almaktadır.

Katılımcıların kararlarındaki ilk önemli faktör ürünün markası onu sırayla fiyat, koku, promosyon ve ulaşılabilirlik takip etmektedir.

Bu faktörlere ait düzeylerin fayda katsayıları incelendiğinde cevap verenler için en iyi tercih sırasıyla; domestos (0.819), ulaşılabilirlik kolay (0.344), promosyon var (-1.260), fiyat <40 (-1.259), koku çok (2.250) olarak tahmin edilmiştir.

Konjoint modeli:

14.331 + (0.819) domestos + (0.344) ulaşılabilirlik + (-1.260) promosyon + (-1.259) fiyat + (2.250) koku şeklindedir. En iyi kriterlere ait modelin sonucu 14.331 birimlik fayda sağlar. Araştırmada yapılan korelasyon analizinde değişkenler arasındaki ilişkinin, miktarının Pearson's R=0.665, p=0.000, Kendall's Tau=0.497, p=0.000 olduğu tespit edilmiştir. Dolayısıyla, kurulan konjoint modeli ile gözlenen sonuçlar arasında yüksek bir ilişkinin olduğu sonucu elde edilmiştir.

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Coğrafya Eğitiminde Dijitalleşme

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ÖZET

Coğrafya dersi öğrenciler açısından ezbere dayalı bir ders olarak görülmektedir. Bununla birlikte coğrafya dersi öğrencilerin günlük hayatta kullanabileceği coğrafi becerilerle örüntülüdür. Coğrafi becerilerin tamamının sınıf içi öğrenme ortamlarında kazandırılamayacağı aşikardır. Çoğunlukla sınıf dışı öğrenme ortamına, arazi ve saha çalışmasına ihtiyaç duyulmaktadır. Öte yandan içinde bulunduğumuz pandemi koşulları ve uzaktan eğitim süreci bırakın arazi çalışmasına gitmeyi, sınıf içi öğrenme ortamlarının bile önünde engel oluşturmuştur. Öğrenci sınıf dışı öğrenme ortamları ile daha üst düzeyde düşünebilme becerisine sahip olmaktadır. Bu nedenle GeoGame olarak tanımlanan oyunların içinde bulunduğumuz salgın döneminde doğru öğrenme ortamında kullanılması dezavantajı avantaja çevirmek açısından önemlidir. Pandemi koşulları içinde gelişen şu sürece faydalı bir bakış açısı olarak coğrafi oyunların coğrafi becerileri kazandırmak ve geliştirmek için kullanılabileceği bu çalışmada ifade edilmiştir. Bu nedenle, bu çalışmanın amacı, coğrafi oyunlar olarak bilinen etkileşimli oyunların coğrafi beceriler üzerindeki etkisini analiz etmektir. Araştırma sürecinde Coğrafi oyun olarak tanımlanan oyunların coğrafi becerileri ne ölçüde kazandırabilecekleri araştırılmıştır. Nitel araştırma yöntemlerinden biri olan doküman analizi ile toplanan veriler, Türkiye bağlamında gerek sosyal bilgiler dersi öğretim programı gerekse Coğrafi oyunlar çerçevesinde derinlemesine analiz edilecektir. Oyun sadece bir eğlence aracı değil, aynı zamanda okullarda coğrafi eğitim için bir öğrenme ortamı yaratma kapasitesine de sahiptir. Doğru oyun doğru öğrenme ortamıyla birleştirildiğinde, çocukların eğlenirken öğrendikleri optimum bir öğrenme ortamı oluşturulabilir. Coğrafya eğitiminde ders dışı etkinlikler yoğun olarak kullanılması gereken bir öğretim yöntemidir. Günümüz pandemi koşulları öğrencileri interaktif eğitim modeline yaklaştırmıştır. Bu süreçte eğlenirken öğrenmek mottosu ile pandeminin dezavantajlı koşullarını avantaja çevirerek coğrafi becerilerin kazandırılmasına katkı sağlanabilir.
Anahtar Kelimeler: Coğrafi oyunlar, Coğrafi beceriler, Coğrafya eğitimi, Dijital Oyunlar

Digitalization in Geographical Education

ABSTRACT

Geography course is seen as a rote-based course from the point of view of students. However, the geography course is patterned with geographical skills that students can use in daily life. It is obvious that not all geographical skills can be acquired in classroom learning environments. There is often a need for an out-of-class learning environment, land and field work. On the other hand, the pandemic conditions we are in and the distance education process let alone going to field work, it has created obstacles even in front of classroom learning environments. The student has the ability to think at a higher level with out-of-class learning environments. For this reason, it is important to use the games defined as GeoGames in the right learning environment during the epidemic period we are in in order to turn the disadvantage into an advantage. A useful perspective on the process that is developing under pandemic conditionsas stated in this study, geographical games can be used to acquire and develop geographical skills. Therefore, the purpose of this study is to analyze the effect of interactive games, known as geographical games, on geographical skills. In the research process, it was investigated to what extent the games defined as geographical games can acquire geographical skills. The data collected by document analysis, which is one of the qualitative research methods, will be analyzed in depth within the framework of both the social studies course curriculum and Geographical games in the context of Turkey. The game is not only a means of entertainment, but also has the capacity to create a learning environment for geographical education in schools. When the right game is combined with the right learning environment, an optimal learning environment can be

created in which children learn while having fun. Extracurricular activities in geography education are a teaching method that should be used intensively. Today's pandemic conditions have brought students closer to the interactive educational model. In this process, with the motto of learning while having fun, it can contribute to the acquisition of geographical skills by turning the disadvantaged conditions of the pandemic into an advantage.
Keywords: Geograhical Games, Geographical Skills, Geographical Education, Digital Games

GİRİŞ

Harita okuryazarlığı etkinlikleri yoluyla problem çözme becerisinin geliştirilmesi, CBS uygulamaları ile de mümkünken, bunun yanında öğrencilerin ilgi ve motivasyonlarını karşılamak için dijital materyallerin de etkili olduğu bilinmektedir. Araştırmacılar dijitale özgü oyun tabanlı eğitimin, öğrencilerin bilgi ve yeterlik düzeylerini problem çözme, karar verme ve yaşamın içinde aktif öğrenmede kullandıklarını ifade etmektedirler (Gee, 2007; Kiili, 2005; Prensky, 2001). Dijital oyunlar bir çok disiplin için önemli bir güce ve alana sahiptir (Craft, 2004). Birçok disiplin için önemli bir güce ve alana sahip olan dijital oyunlar (Craft, 2004), karmaşık problemlerin çözümü için çok özel bir yapıya sahiptir. Bulunmaz bir nitelik taşımaktadır. Bu oyunlar öğrencilerin, problem çözebilme kabiliyetlerini geliştirirken bireyin kendine duyduğu özgüvenin de artmasına olanak sağlamaktadır. Aynı zamanda oyun içinde yer alan görseller de algı ve dikkat düzeyini diri tutmakta ve bu becerilerin gelişimine de katkı sağlamaktadır (Green ve Bavelier 2003, Griffiths, 2005).

KURAMSAL ÇERÇEVE

Teknolojinin hızına yetişmenin çok zor olduğu günümüzde, doğrudan veya dolaylı olarak örgün eğitim, bu teknolojik gelişmelerden etkilenmektedir ve öğretim programları bu doğrultuda güncellenmekte ve güçlendirilerek öğrencilerin 21. yüzyıla ait beceriler ile donatılmasının önemi vurgulanmaktadır (MEB, 2018a).

Millî Eğitim Bakanlığı tarafından, 2018 yılında yenilenen Sosyal Bilgiler Dersi Öğretim Programı incelendiğinde, teknoloji ve inovasyonun öğretim programları üzerindeki etkilerini görmek mümkündür. Yenilenen Sosyal Bilgiler Dersi Öğretim Programı'nda yer alan dijital yetkinlik, bu etkilerden sadece bir tanesidir. Dijital yetkinlik kavramı; günlük yaşamın içerisindeki her türlü aktivitede, bilgi ve iletişim teknolojilerinin, güvenli aynı zamanda sorumlu ve bir o kadar da eleştirel bir süreç bağlamında kullanılmasını kapsamaktadır. Dijital yetkinlik, bilgiye erişimi kolaylaştırırken, aynı zamanda bilginin depolanması, sentezlenmesi ve aktarılması gibi becerileri de beraberinde getirmektedir (MEB, 2018a).

Öğretim programlarında; dijital yetkinlikle ilgili, öğrencilerin doğru bilgiye ulaşmaları konusunda özen gösterildiğine yer verilmiştir. Bununla birlikte, öğrencilerin eleştirel bir bakışa sahip olması, dijital dünyada gördüğü her bilgiyi sorgulaması ve eleştirel bir gözle bakması da dijital yetkinlik bağlamında edinilmesi istenen bir kazanımdır. Öğrencilerin, güvenli bir ortamda internet ağlarına erişebilir olması da dijital yetkinlik kapsamında verilmek istenen mesajın özünü iletmektedir (MEB, 2018a). Bu sebeple öğrencilerin sınıf içi ve sınıf dışı ortamlarda, iş birliği içerisinde analitik düşünüp yaratıcılıklarını ortaya koyabilecekleri, problem çözme becerilerine dönük uygulamalar önem taşımaktadır. Dijital oyunlar ya da dijital içerikler, 2000'li yıllar ile yaşamımıza dahil olmuşlardır. Özellikle savunma birliklerinin ve havacılık eğitimcilerinin kullandığı bu içerikler, zamanla, fen eğitimi gibi öğretim programları ile de tanışmıştır (Annetta, Mangrum, Holmes, Collazo, Meng ve Cheng, 2009).

Günümüzde birçok dijital oyun eğitim-öğretim sürecine dahil edilmiştir. Bunlardan bir tanesi de Minecraft isimli oyundur. Bu oyun, 2009 yılında İsveç'te Mojang firması tarafından geliştirilmiş olup, gerçek dünya, oyunun dijital platformunda sanal bir modele dönüşmüştür.

2014 yılında ise Microsoftun, Minecraft Eğitim Sürümü (Minecraft: Education Edition [MinecraftEDU])'nü tasarlamak için Mojang firmasından telif hakları satın alınmıştır. Ayrıca Türkçe dil desteği de mevcuttur. 115 ülke eğitimde kullanmak üzere bu oyunu öğretim programlarına entegre etmişlerdir. Oyun içerisinde farklı ortamlarda gerçek dünyaya ait unsurların modellenmesi çeşitli nesnelerin tanınmasına imkân sağlaması da oyunun günlük yaşamla ne kadar iç içe olduğunu göstermektedir.

Minecraft oyununda sınırsız kaynaklar ile tamamen bireysel ve özgün tasarımlara yer verilebilme imkânı sağlanmıştır. "Creative Mode" yani "Yaratıcı Mod" ile Minecraft dünyası, keşfedilmiş sınırlı kaynaklar üzerinden bir yaşam kurma mücadelesini yansıtmaktadır. Bununla birlikte, temel yaşam ihtiyaçlarından olan barınma ihtiyacı için de oyuncu kendisini korumak için bir ev inşa edebilmektedir. Bu mod ise "Survival Mode" yani "Hayatta Kalma Modu" olarak tanımlanmaktadır (Mojang, 2009).

OECD ve TALIS raporunda da belirtilen ve 21. yy. becerileri arasında sıralanan, problem çözme becerisi, yaratıcılık ve iş birliğine olanak sağlayan çözümler üretebilen bu oyunun, eğitim ve öğretim sürecinde yararlanılması Minecaft: Education Edition (MES)'ın bu versiyonunda olası görünmektedir (Mojang, 2014). Minecraft oyununda öğrenciler, günlük yaşama ait problemlere çözümler üretebilmektedirler. Örneğin bir baraj tasarımı yapıp, o şehrin su sorununu çözebilmektedirler. Ya da hava kirliliği sorununu çözmek için yeni enerji kaynakları geliştirip üretebilmektedirler. Ve bunların tamamını bir harita rehberliğinde yapmaktadırlar. Oyunun her bir bölümünde bir sabit bir harita kullanım alanına dair dönütler vermektedir. Oyunun içeriğine bakıldığında fen, matematik ve Sosyal Bilgiler dersinde kullanılabilirliğinin odlukça aktif olması gerekmektedir (Sarıçam ve Dostoğlu, 2017). Gerçeğin, sanal modeller üzerinden bu derece sistematik bir biçimde öğretilebilir olması, ayrıca bir simülasyona gerek duyulmaması ders materyali sorunsalı yaşayan öğretmenler için çok kıymetli bir veri tabanı oluşturmaktadır.

Öğrencilerin şarkıları öğrenebilmesi ve söyleyebilmesi (Chris, 2016) dili öğrenebilme ve etkili bir biçimde dili pratik düzeyde kullanabilmeye (Kuhn, 2018) kadar farklı disiplinleri içeren alanyazında Minecraft'tan faydalanan araştırmalara rastlanmıştır. Minecraft'ın, bilgisayar dillerini programlamayı öğrenmede de güçlü bir öğretim tekniği olduğuna dair bilgilere de çalışmalarda yer verilmiştir (Karsenti ve Bugmann, 2017). Bununla birlikte, eğitim ve öğretim programında, günlük yaşamda yaşanan problemlerin çözümünün önemini vurgulayan kazanımlar da mevcuttur (Yenilik ve Eğitim Teknolojileri Genel Müdürlüğü (YEĞİTEK) (MEB, 2018a). Böylelikle MES aracılığı ile Sosyal Bilgiler dersinin içerik ve kazanımları baz alınıp günlük yaşamdaki problemlerin çözümü için öğrencilerin yaratıcılık becerilerini aktif ederek, problemlere çözüm önerileri geliştirmeleri sağlanabilir.

Konu ile ilgili önemli bir bilgi ise şu şekilde aktarılmaktadır; Birleşmiş Milletler Habitat Programı, Minecraft'ı köylülerin kentsel dönüşümü hayal edip alt yapı ve ihtiyaç analizinin bu bağlamda nasıl planlanması gerektiğini kurgulamak için 300 farklı köyde kullanmaktadırlar (Brand ve Kinash, 2013).

BULGULAR VE TARTIŞMA

Araştırmada öğrenciler, harita becerisi ekinliklerinin dijital ortamlarla entegre edilmesinin klasik ders yürütme sürecinden bağımsız ve farklı bir materyal olarak düşündüklerini bildirmişlerdir. Daha önce Google Earth (GE) uygulaması ile yapılan çalışmalarda da GE' ye dayalı öğretimin aktif öğrenmeyi güçlendirdiği sonucuna ulaşılmıştır. (Karakuş ve Oğuz, 2013). İlgili araştırmalardan oluşan sonuçlar araştırmanın bulgularıyla örtüşmekle birlikte, GE uygulamasının öğrencilerin ilgi, istek ve motivasyonunu artırdığı sonucu ile benzerlik göstermektedir. Araştırmada öğrenciler GE uygulaması ile yeni yerler öğrendiklerini, merak ettiklerini, duydukları yerleşim yerlerine kolayca ulaşabildiklerini, problem çözebildiklerini ve kroki çizme ve yön bulma konusunda kendilerini geliştirdiklerini ifade etmişlerdir. Öcal (2015)'in bulgularına dayalı olarak öğrencilerin yakın çevrelerine dair yer kavramına ilişkin ciddi sorunların olduğu, bu sorunların kendi okul çevresi ve yaşadığı yeri tarif etmede problem yaşarken, daha uzaktaki iller ve ülkeler hakkında daha fazla bilgiye sahip olmak olarak tanımlanabileceği söylenebilir. Bu da öğretimde yer alan yakından uzağa ilkesinin Sosyal Bilgiler dersi bağlamında oldukça önemli bir unsur olarak değerlendirilmesi gerektiğini vurgulamaktadır.

Yine araştırma ile benzerlik gösteren, öğrencilerin HOE ile yürütülen Sosyal Bilgiler derslerinde problem çözme becerisinin geliştiğini ifade eden (Glover, 2002; Thomas, 2014; Wolk,1994) yaptıkları çalışmalar sonucunda harita becerilerinin coğrafi sorgulama becerileri ile ilintili olması sebebi ile proje tabanlı öğrenmeye de uygun bir paradigmaya sahip olmasının öğrencilerin derse olan ilgisini arttırdığını, daha önce sorgulama ve sorun çözme temelindeki etkinliklere karşı motivasyonu düşük olan öğrencilerin Coğrafya ve Sosyal Bilgiler derslerine ve çalışmalarına yönelik olumlu tutumlar geliştirdiklerini belirtmişlerdir.

Araştırmanın bir diğer sonucu olan öğrencilerin harita okuryazarlığı etkinlikleri ile problem çözme becerilerini geliştirmekle kalmayıp, kendi aralarında sağlıksız iletişimden kaynaklanan problemlerin de çözümüne katkı sağladığıdır. Öğrencilerin kendilerini tanımalarını sağlayan harita okuryazarlığı etkinlikleri, öğrencilerin kendi iç dinamikleri açısından bakıldığında da katkı sağlamıştır. Bu araştırmanın sonuçlarıyla benzer bir biçimde Naimnule vd. (2020)'de ve Tee ve Lee (2011)'de yaptıkları çalışmada problem çözme becerisinin bireylerin arasındaki iletişim sorununa dair çözüm üretmelerine yardımcı olduğunu aynı zamanda öğrendikleri bilgileri içselleştirdikleri şeklinde tespitte bulunmuşlardır.

SONUÇ VE ÖNERİLER

Sosyal Bilgiler derslerinde haritaların kullanımına yönelik çalışmalara bakıldığı zaman Balkan (2017)'ın Sosyal Bilgiler dersinde harita kullanmaya yönelik yapmış olduğu çalışmada, harita kullanımının yaygın olduğu öğrenme alanlarında öğrencilerin akademik başarı düzeyi ve ders karşı olan ilgi ve motivasyonları da artmıştır.

Ertuğrul (2008)'un 6. sınıf öğrencileri üzerinde yaptığı harita ve küre kullanma becerilerine yönelik çalışmada öğrencilerin harita ve küre kullanabilme becerilerinin %53 oranında olduğu ve unun sınıf ortalamasının üzerinde bir değer olduğu ifade edilmekle birlikte, bu durumun oluşmasında dersin yürütücüsü olan Sosyal Bilgiler öğretmeninin etkisi de belirtilmiştir. c

yaptığı çalışmada anismanyonların ve dijital haritaların Sosyal Bilgiler derslerinde kullanımının öğrencilerin Sosyal Bilgiler dersindeki akademik başarılarına olumlu katkıda bulunduğunu tespit etmiştir. Yine Aksoy ve Sönmez (2012), tarafından yapılan araştırma sonuçlarının araştırma ila benzer nitelikere sahip olduğu tespit edilmekle birlikte teknoloji tabanlı eğitim öğrencilerin harita beceri düeylerini geliştirirken haritalar üzerinde verilen temel problemlerin çözümüne de katkı sağlamaktadır.

Araştırma sürecinde Coğrafi oyun olarak tanımlanan oyunların coğrafi becerileri ne ölçüde kazandırabilecekleri araştırılmıştır. Nitel araştırma yöntemlerinden biri olan doküman analizi ile toplanan veriler, Türkiye bağlamında gerek sosyal bilgiler dersi öğretim programı gerekse Coğrafi oyunlar çerçevesinde derinlemesine analiz edilecektir. Oyun sadece bir eğlence aracı değil, aynı zamanda okullarda coğrafi eğitim için bir öğrenme ortamı yaratma kapasitesine de sahiptir. Doğru oyun doğru öğrenme ortamıyla birleştirildiğinde, çocukların eğlenirken öğrendikleri optimum bir öğrenme ortamı oluşturulabilir. Coğrafya eğitiminde ders dışı etkinlikler yoğun olarak kullanılması gereken bir öğretim yöntemidir. Günümüz pandemi koşulları öğrencileri interaktif eğitim modeline yaklaştırmıştır. Bu süreçte eğlenirken öğrenmek mottosu ile pandeminin dezavantajlı koşullarını avantaja çevirerek coğrafi becerilerin kazandırılmasına katkı sağlanabilir.

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ÖZET

Ölçme belli bir nesnenin belli bir özelliğe sahip olup olmadığını, sahipse sahiplik derecesinin gözlemlenip gözlem sonuçlarının belirli özelliklere sahip sembollerle ve sayılarla ifade edilmesi şeklinde açıklanmaktadır. Ölçme konusu olan özellik, bazı durumlarda özelliğin direkt olarak gözlemlenip sayılabildiği ve sıralanabildiği doğrudan ve özelliğin direkt olarak gözlemlenemeyip özellikle ilişkili olduğu bilinen başka bir büyüklüğü bilinen nesne ile ölçüldüğü durumlarda dolaylı yollarla gözlemlenebilmektedir. Her ölçme işlemi sonucunda ölçülmek istenen özellik ile bu özelliğin ölçülmesine yarayan bir ölçek (ölçme aracı) kullanılmaktadır. Ölçekler, ölçme işlemini kolaylaştırmanın yanı sıra, elde edilen sonuçların niteliğinin de belirlenmesini sağladığı için küresel boyuttaki değişimler halı hazırda kullanılan ölçekler ile yansıtılamamakta ve var olan ölçeklerde eksikler ortaya çıkmaktadır. Bu çalışmada yeni bir ölçme aracına ihtiyaç duyulduğu ve ölçülmek istenen olguda değişim yaşanması durumunda ele alınacak yöntemler ile yeni bir ölçeğin geliştirilme aşamaları incelenmektedir.
Anahtar Kelimeler: Ölçek, Ölçek Geliştirme, Ölçek Doğrulama

Scale Developing and Validating

ABSTRACT

The measurement is explained as whether a certain object has a certain feature or not, and if it does, the degree of ownership is observed and the observation results are expressed with symbols and numbers with certain characteristics. The feature that is the subject of measurement can be observed directly in some cases where the feature can be directly observed and counted and listed, and indirectly in cases where the feature cannot be observed directly but is measured with another object of known size, which is known to be related to the feature. As a result of each measurement process, a scale (measurement tool) is used to measure the feature to be measured and this feature. As the scales not only facilitate the measurement process, but also enable the determination of the quality of the results obtained, the changes in the global dimension cannot be reflected with the scales currently used and deficiencies arise in the existing scales.
In this study, when a new measurement tool is needed and there is a change in the phenomenon to be measured, the methods to be discussed and the stages of development of a new scale are examined.

Anahtar Kelimeler: Scale, Scale Development, Scale Validating

GİRİŞ

Ölçmeye konu olan özelliklerin sınıflanmasının/sıralanmasının belirlenmesi için uyulması gereken kural ve kısıtlamaları belirleyen ölçme araçları olarak kabul edilen ölçekler, ölçme işlemini kolaylaştırmaya ek olarak elde edilen sonuçların niteliğinin de belirlenmesini imkan tanımaktadır. Bireylerden sözlü/yazılı olarak bilgi amacıyla yapılan ölçek aracılığıyla, ilgili bilgilerin nicel/nitel ölçümler olarak toplanması sağlanabilmektedir. Ölçek yönteminin kullanılması için araştırma konusunun ölçek yöntemine uygun olması, konunun ölçek yoluyla kişilerin bilgi verebilmesi muhtemel olgular olması, sorulan soruların konuyla ilgili olması ve uygun ölçekle ifade edilmiş olması, yasak ve sakıncalı bilgiler istenmemesi, kişilerin bilgi vermeye zorlanmaması ve yönlendirici olmaması, yeterli sayıda bireylerden bilgi alınmış olması, ölçek hatalarını azaltmak için gerekli eğitim, iletişim ve örgütsel önlemlerin alınmış olması, ölçek yöntemiyle alınan bilgilerin mümkünse deney, gözlem ve literatür verileri ile takviye edilmesi ve irdelenmesi, elde edilen verilerin, bilgisayar ortamında veri girişine, analizlere ve testlere olanak tanıması gerekmektedir. Ölçek uygulamasında deneklerin yanıtlarında samimi ve tarafsız olması, rasyonel-akılcı bir tavır içinde olması, araştırmacının sorduğu konuyla ilgili olması vb.gibi varsayımlarının sağlanması durumunda verilerin analizinde/yorumlanmasında kolaylıklar elde edilebilmektedir (Foddy, 1993 :22).

Bir ölçeğin geçerli ve güvenilir olması için, ölçeğin geliştirilmesi ve kullanılması aşamalarında birçok kritere/standarda uygun çalışılması ve yorum yapılması gerekmektedir. Aksi durumda, ölçeğin geçerlik ve güvenilirliği düşerek, ölçeğin ülke düzeyinde ve hatta uluslararası düzeyde kullanıldığı çalışmalarda birtakım hatalara ve tarafsızlık ilkesinin bozulumuna zemin hazırlamaktadır. Çalışma kapsamında, yeni bir ölçme aracına ihtiyaç duyulduğu ve ölçülmek istenen olguda değişim yaşanması durumunda ele alınması muhtemel yöntemler ile yeni bir ölçeğin geliştirilme aşamalarının belirlenmesi amaçlanmaktadır. Çalışmanın ilk bölümünde, ölçek ve bileşenleri hakkında bilgiler verilerek ölçek geliştirme sürecinden kullanılan ekonometrik/istatisitksel yöntemler hakkında teorik bilgiler yer almakta ve sonrasında ölçek geliştirmenin aşamalarına değinilmektedir.

Her ölçme işlemi sonucunda ölçülmek istenen özellik ile bu özelliğin ölçülmesine yarayan bir ölçek (ölçme aracı) kullanılmaktadır. Ölçek türleri, ölçme sonuçlarını sadece nitel ayrımlarla yansıtan grupta yer alan sınıflama (adlandırma) ölçeği ve ölçme sonuçlarının derece/miktar gibi nicelikler taşıyan grupta yer alan sıralama ölçeği, eşit aralıklı ölçek ve oran ölçeği olmak üzere iki gruba ayrılmaktadır (Tavşancıl, 2010). Sınıflama ölçeği, nesne veya bireydeki bir özelliğin sadece belli bir şekliyle var ya da yok olduğunu gösteren ölçek türüdür. Sıralama ölçeği, nesneleri belirli bir özelliğe sahip oluş miktarı bakımından sıraya konması ile elde edilmektedir. Eşit aralıklı ölçekler, belirli bir başlangıç noktasına göre ve belirli bir özelliğe sahiplik derecesi bakımından eşit aralıklara göre sıralandığında veya sıraların arasındaki farkların eşit olduğu ölçekler olarak tanımlanmaktadır. Eşit aralıklı ölçekte keyfi olan başlangıç noktası (sıfır), mutlak sıfır olarak alınarak veya sabit bir nokta olarak seçilirse oran ölçeğine geçiş sağlanmaktadır. Oran ölçeği ile elde edilmiş verilere tüm aritmetik işlemler uygulanabildiğinden diğer üç ölçeğe göre daha güçlü bir ölçek olarak değerlendirilmektedir (Netemeyer vd., 2003). Ölçme aracı olarak kullanılan ölçeklerin taşıması gereken özellikler arasında güvenilirlik, geçerlilik, kullanışlılık, duyarlılık, tek boyutluluk ve süreklilik yer almaktadır. Güvenilirlik; ölçme aracının ölçtüğü özelliği ya da özellikleri ne derecede bir kararlılıkla ölçmekte olduğunun göstergesidir. Ölçmede türdeşliği ortaya koyan bir kavram olan güvenirlilik (Özdamar, 1999), ölçme sonuçlarının rasgele hatalardan arınmışlık derecesini (Turgut,1997) göstermektedir. Ölçek içindeki her bir maddeye verilen cevaplar arasında belirli bir ilişkinin varlığının ortaya konması gerekmektedir.

Faktör analizi ile geliştirilmekte olan ölçek için maddeler arasındaki korelasyonlar ölçeğin tek bir yapıyı ölçtüğüne dair kanıt olarak kullanılabilmektedir. Faktör analizi, p tane değişkenin olduğu bir yapıda birbirleriyle ilişkili yapıları bir araya getirerek, daha az sayıda birbiri ile ilişkisiz değişken bulmayı amaçlamaktadır. Diğer bir ifadeyle, faktör analizi ile ortak boyutların oluşturulması, boyut indirgenmesi ve bağımlılık yapısının ortadan kaldırılması sağlanmaktadır. Şekil 1.'de gösterilen değişkenler arasındaki ilişkiden yola çıkararak faktör bulmaya çalışan *keşfedici(açıklayıcı) faktör analizi* ve değişkenler arsındaki ilişkinin daha önceden belirlenen hipotezin doğruluğunun analizini sağlayan *doğrulayıcı faktör analizi* olmak üzere iki yaklaşım bulunmaktadır. Faktör analizinin uygulanmasında dikkat edilmesi gereken hususlar arasında örneklem büyüklüğü, normal dağılım ve doğrusallık yer almaktadır. Faktör analizi yöntemi ile aynı yapıyı ölçen maddelerin aynı faktör altında toplanması ve bu yapıyı ölçmeyen maddelerin ayıklanması işlemi gerçekleştirilmektedir. Bu çerçevede ele alındığında, maddelerin faktör yüklerinin yüksek olması beklenmektedir. Birbirleriyle yüksek seviyede ilişkili olan maddeler bir yapıyı ya da bir faktörü ölçmektedir. Bu nedenle, maddelerin sadece bir faktör için yüksek yük değerine sahip olması beklenirken, diğer faktörler için de düşük yük değerine sahip olması beklenmektedir. Ortak faktör yüklerinin ise yüksek olması beklenmektedir (Bardakçı, 2013). Faktör analizindeki son aşamada ise öz değerler, açıklanan varyans oranı ve çizgi grafikler kullanılarak ölçek maddelerinin ölçtüğü faktör sayıları belirlenmektedir (Arslan, 2015).

Ölçek geliştirme amacıyla gerçekleştirilen çalışmalarda, araştırmanın amacına uygun ve iyi bir şekilde oluşturulmuş örnekleme yönteminin kullanılması gerekmektedir. Tesadüfi olmayan örnekleme yöntemleri, özellikle zaman ve bütçe kısıtlarının söz konusu olduğu, ana kütlenin sınırlı olduğu veya pilot nitelikteki araştırmalarda yaygın bir şekilde kullanılmaktadır (Blankson, ve Kalafatis, 2004; Netemeyer vd., (2003). Örneklemlerinin, farklı demografik yapıdan katılımcıları olabildiğince yakın sayıda içermesine özen gösterilmektedir. Tesadüfi olmayan örnekleme yöntemlerinin kullanılması durumunda örnek büyüklüğü, araştırmanın amaçları, kapsamı ve kısıtları, araştırmada yer alan değişken sayısı ve yararlanılan istatistiki analizlerin varsayımları gibi unsurlar göz önünde bulundurularak belirlenmektedir. Bu çerçevede, araştırmanın doğası, sahip olduğu zaman ve maliyet kısıtları ile araştırmada kullanılacak olan istatistiki analizlerin varsayımları göz önünde bulundurularak, araştırmanın örnek büyüklüğünün belirlenmesi gerekmektedir. Tesadüfi olmayan örnekleme yöntemleri içerisinden, özellikle kota örneklemesi, etkin şekilde uygulandığında, diğer tesadüfi olmayan örnekleme yöntemlerine kıyasla daha ayrıntılı ve doğru veri toplanmasına imkân tanımaktadır (Yükselen, 2003). Kota örneklemesi yönteminden hareketle; ana kütlede yer alan bazı spesifik özelliklerin, örnek kütlede de yer almasının sağlanması için, araştırmacı tarafından çeşitli nitelik ve nicelikte kotalar belirlenmektedir (Böke, 2011).

Bir ölçümün geçerliliği, öncelikle ölçülmek istenen yapının iyi şekilde tanımlanması (kavramsallaştırılması) ve bu yapının farklı yönlerinin veya boyutlarının en iyi şekilde belirlenmesine bağlı olmaktadır. Geçerlilik, ölçme aracının ölçmeyi amaçladığı özelliği, başka herhangi bir özellikle karıştırmadan doğru olarak ölçebilme yeteneği olarak tanımlanmaktadır (Tekin 2004). Ölçeğin geçerliliğini düşüren etkenler, ölçek geliştirme süreci ve uygulama süreci ile alakalıdır. Yüksek geçerlilikte ölçek geliştirebilmek için; ölçme konusu olan özelliğin tanımının mantığa uygun olması ve önceki bilinen gerçeklerle çelişkili olmaması, ölçme aracının gerektirdiği iş ile yapılan tanım arasında uyumun olması ve testin güvenilir olması gerekmektedir (Tavşancıl, 2010). Yapının boyutluluğu hakkında bir bilgi sahibi olmadan, söz konusu yapıyı ölçebilecek iyi bir ölçek geliştirmek imkansız olduğundan ilgilenilen yapının boyutluluğunun ortaya konulması, ölçek geliştirme sürecinin önemli bir parçasıdır. Boyutluluk kavramı, bir ölçekte yer alan değişkenler arasındaki korelasyonun hesaplanabilmesi için ihtiyaç

duyulan ortak faktör veya örtük değişkenlerin sayısı olarak ifade edilmektedir (Netemeyer vd., (2003). Dar kapsamlı yapılan bir tanım, ölçülmek istenen yapının önemli yönlerini (boyutlarını) dışarda bırakabileceği gibi, geniş kapsamlı bir tanım ise aslında ölçülmek istenen yapı ile çok fazla ilgili olmayan, gereksiz bazı boyutların yapı içerisine dâhil edilmesine sebep olabilmektedir. Ek olarak, ölçülmek istenen yapının sınırlarının, boyutlarının ve bu boyutların içeriklerinin belirlenmesine katkı sağlamanın yanı sıra, ölçülmek istenen yapının, bağımlı ve bağımsız değişken şeklinde, başka hangi teorik yapılarla ilişkili olduğuna dair bilgilerin elde edilmesine ve oluşturulacak ölçeğin nomolojik bağlamda geçerliliğinin test edilmesine de imkân sağlanmaktadır.

Ölçeğin yapı geçerliliğinin zarar görmemesi adına birbiri ile örtüşen boyutları, tekrarlamayı engelleyecek şekilde elemek ve birbirinden farklı olan boyutları dikkate almak gerekmektedir. Bir ölçeğin yapı geçerliliği, elde edilen veriler yardımıyla sonuçların, ölçme konusu olan özelliği açıklamasına olanak tanımaktadır. Diğer bir ifadeyle, ölçme aracının soyut bir olguyu veya tutumu doğru ölçme derecesini göstermektedir. Ölçülmek istenen kavramın ya da boyutun gelişimini etkileyen koşullar, boyutun ortaya çıkarılması, tanımlanması, işlevi vb. konularında yardımcı olacak her türlü veri toplanarak yapı geçerliliği kapsamında değerlendirilmektedir. Ölçek geliştirilirken dayanılan kuramsal çerçeve, bu yapının diğer yapılarla benzeşen ve ayrılan yönlerini göstermektedir (Terry ve Cain, 2016). Yapı geçerliliğinin tespitinde bazı teknikler kullanılmakla birlikte genellikle faktör analizi tercih edilmektedir. Bir ölçekte yer alan değişkenler, söz konusu ölçeğin boyutlarını temsil eden bütün değişkenlerin yer aldığı, değişkenler evreninden elde edilen bir örneklemdir. Bu nedenle ölçeğin geçerliliği, bir anlamda bu teorik değişkenler evreninden yapılacak olan örneklemin temsil yeteneğine bağlı olmaktadır. Ölçeğin boyutlarını yansıtan, teorik düzeyde var olan bütün değişkenlere ulaşmak mümkün olamamaktadır. Bu bağlamda, temsil gücü iyi bir örnekleme yapabilmek adına, örnekleme yapabileceğimiz değişken havuzunda yer alan değişken sayısının, mümkün olduğunca fazla tutulması gerekmektedir. Değişken ya da diğer bir deyişle ifade oluştururken, üzerinde dikkatle durulması gereken bazı noktalar vardır. Ölçekte yer alması muhtemel değişkenler oluşturulurken, dikkat edilmesi gereken en önemli hususlardan biri, ifadelerin mümkün olduğunca açık ve anlaşır (ifadeler mümkün olduğunca kısa tutulmalı ve iki farklı durumu anlatan tek bir ifade oluşturmaktan sakınılmalı) olması sağlanarak içerik geçerliliğine (değişkenler arasındaki korelasyonun artmaması ve ölçülen yapının boyutlarını daha iyi temsil edecek ifadelerin ölçeğe girmesi) katkı yapması sağlanmaktadır. Ölçme konusu olan özelliğin iyi bir örneklemesi ile mümkün olan içerik(kapsam) geçerliliği, ölçme aracı içindeki maddelerin veya soruların ölçme konusu olan özelliği dengeli bir şekilde temsil etme derecesi olarak tanımlanabilmektedir. Kapsam geçerliliğinin belirlenmesin bir yolu, ölçme aracı ile ölçme konusu olan özelliğin önceden belirlenip soruların veya maddelerin bu kapsama göre hazırlanmasıdır. Kapsam geçerliliğini belirlemenin diğer bir yolu, aynı kapsamı ölçtüğü bilinen geçerliliği ve güvenirliği belirlenmiş bir başka ölçme aracı ile arasındaki korelasyonun incelenmesidir. Önemli olan nokta, aynı kapsamı ölçen bir ölçeğin varlığı biliniyorsa yeni bir ölçek geliştirmek uygun olmamaktadır. Yeni geliştirilen ölçeğin mutlaka farklı veya üstün özellikleri olması gerekmektedir (Tavşancıl, 2010). Kapsam geçerliliğindeki temel sorun ölçekteki maddelerin veya soruların ölçülmek istenen özelliğin gözlenebilen tüm belirtilerini temsil edip etmemesidir. Bu çerçevede, ölçme konusu olan özelliğin performans alanının belirlenmesi, performans alanı ile ölçek maddelerinin eşleşmesi için yapılandırılmış çerçeve oluşturulması, eşleşme sürecinde elde edilen verilerin özetlenmesi gerekmektedir.

Tek boyutluluk kavramı; bir ölçüm setinin temelinde tek bir özellik veya yapının var olduğunu ifade etmektedir (Gerbing ve Anderson (1988). Bir ölçekte özellikle ikiden fazla yapının (boyutun) var olduğu durumlarda, tek boyutluluk kavramı kritik öneme sahiptir

(Görmez,2016). Mevcut bir ölçeğin tek boyutluluk özelliğinin değerlendirilmesi, ilgili ölçeğin güvenilirlik ve geçerliliğinin değerlendirilmesinde bir ön koşul olarak kabul edilmektedir (Netemeyer vd., 2003). Ölçeğin güvenilirliği, içsel tutarlılık, tekrarlayan ölçümler gerçekleştirildiğinde ölçeğin tutarlı sonuçlar üretme derecesini veya tesadüfi hata (örnekten örneğe farklılaşma ortaya çıkması muhtemel örnekleme hatası) içermeme ölçüsünü göstermektedir (Malhotra,2010). Bir ölçeğin güvenirliğini belirlemek için iki yaklaşım kullanılmaktadır. Birinci yaklaşım, birbirini takip eden ölçme işlemleri neticesinde elde edilen sonuçların tutarlılık göstermesinin araştırılmasıdır. Elde edilen sonuçlar arasındaki korelasyon katsayısı hesaplanmakta ve hesaplanan korelasyon katsayısı güvenirlik katsayısı olarak adlandırılmaktadır. Güvenirlik katsayısının tahmininde, istikrarlılık katsayısı, eşdeğerlik katsayısı ve iç tutarlılık katsayısına başvurulmaktadır. İkinci yaklaşım ise, ölçüm sonucunda ortaya çıkan hataların büyüklüğü ile ilgili olmaktadır. Ölçümlerdeki değişme standart sapma olarak ifade edilmekte ve ölçmedeki gerçek hatanın tespiti için standart hata kullanılmaktadır. Ölçmenin standart hatası, bireysel ölçümlerde elde edilen hataların büyüklüğü ile ilgilidir. Güvenirliği etkileyen faktörler arasında testin uzunluğu, zaman boyutu, örneklem genişliği, uygulama koşulları, vb. yer almaktadır. Ölçeğin tesadüfi hatadan arındığı ölçüde güvenilir olduğu bilgisi altında, ölçek güvenilirliği örtük değişkenin gerçek değerine atfedilebilen varyans ile ilgili oran olarak değerlendirilmektedir. Ölçekteki sistematik varyasyonun oranının belirlenmesi vasıtasıyla değerlendirilen ölçek güvenilirliği, ölçeğin farklı zamanlarda uygulanması ile elde edilen değerler arasındaki ilginin yüksek belirlenmesi ile ortaya çıkarılmaktadır. Ölçek güvenilirliğinin değerlendirilmesinde, test-yeniden test güvenilirliği (test-retest reliability), alternatif formlar güvenilirliği (alternative form reliability) ve içsel tutarlılık güvenilirliği (internal consistency reliability) kullanılmaktadır (DeVellis, 1991).

Ölçeğin veya ölçüm setinin, ilgilenilen kavramı tam olarak temsil edebilme derecesini ifade eden geçerlilik (Hair vd.,2006), ölçüm skorlarındaki farklılıkların, ölçülen karakteristik özelliklere dair bireyler arasındaki gerçek farklılıkları, sistematik veya tesadüfi hatadan arındırılmış bir şekilde yansıtma derecesi olarak tanımlanmaktadır (Churchill ve Lacobucci, 2006). Ölçeğin geçerliliği, ölçülmek istenen yapıyı ölçmeye uygunluğunun ve bu yapıyı doğru biçimde ölçebilme yeteneğinin derecesi olarak ele alınmaktadır. Tesadüfi hata, güvenilirlik kavramı üzerinde etkili iken; sistematik hata geçerlilik kavramı üzerinde etkili olmaktadır (Demir vd., 2011). Ölçek, sistematik hatadan arındığı veya belli bir dönemde kişiler arasındaki gerçek farkları veya aynı kişinin zaman içindeki gerçek farklarını yansıttığı ölçüde geçerli olmaktadır. Ölçülen değişkenlere ilişkin gerçek değerleri bilmek mümkün olmadığından, geçerlilik değerlendirilmelerinde farklı ölçütlerden yararlanılmaktadır (Kurtuluş, 2010).

Ölçek geliştirme sürecinin ilk aşamalarında, ölçülmek istenen yapı ve bu yapının boyutlarının tanımlanmasının ardından, tanımlanan boyutları yansıtacak değişkenlerin oluşturulması gerekmektedir. Başka bir deyişle, ölçülecek yapının boyutlarını en iyi biçimde ortaya koyacak ifadelerin elde edilmesi ve bu sayede, ölçeği meydana getirecek muhtemel ifadelerin yer alacağı, değişken havuzunun oluşturulması gerekmektedir. Yukarıda ifade edilen bu eylemin gerçekleştirilmesi ise ancak alan örneklemesi (domain sampling) ile mümkündür. Alan örneklemesi, bir ölçeğin, değişkenlerle ilgili geniş teorik bir alandan elde edilen, bir değişkenler örnekleminden oluştuğunu ifade etmektedir. Daha açık bir anlatımla, bir ölçekte yer alan değişkenler, söz konusu ölçeğin boyutlarını temsil eden bütün değişkenlerin yer aldığı, değişkenler evreninden elde edilen bir örneklemdir. Bu nedenle ölçeğin geçerliliği, bir anlamda bu teorik değişkenler evreninden yapılacak olan örneklemin, temsil yeteneğine bağlı olmaktadır. Bu kavram ise içerik geçerliliği kavramına karşılık gelmektedir. Ölçüm aracının içeriğinin temsil edicilik derecesini veya örneklemin yeterliliğinin göstergesi olan içerik geçerliliği; belirli bir ölçüm amacına ilişkin olarak hedeflenen yapının temsilcisi ve bu yapıyla

ilgili olma derecesinin sistematik bir değerlendirmesidir (McDaniel ve Gates, 1999). İçerik geçerliliğinin değerlendirilmesinde, literatür taraması, açık-uçlu sorular, ön saha uygulamaları ve uzman kişiler ile görüşme aşamalarını kapsayan ölçek geliştirme sürecinin ilk aşamalarında, ölçülmek istenen yapıyı ve ilgili boyutlarını temsil etme gücü en yüksek değişkenler elde edilerek, ölçeğin içerik geçerliliğinin sağlanmasına çalışılmaktadır (Netemeyer,vd., 2003).

Ölçeğin, anlamlı bir kriter olarak seçilen diğer değişkenlere tepki olarak beklenilen davranışını gösterip göstermediği kriter geçerliliği ile ifade edilmektedir. Kriter geçerliliğinin belirlenmesi, katı bir şekilde kriter ve ölçüm değişkenleri vasıtasıyla elde edilen ölçümler arasındaki korelasyonunun değerlendirilmesine dayanmaktadır. Her iki ölçüm arasındaki korelasyon yüksekliği kriter geçerliliğinin o ölçüde sağlandığını ifade etmektedir. İlgilenilen zaman periyoduna bağlı olarak kriter geçerliliği; eş zamanlı geçerlilik (concurrent validty) ve tahmin geçerliliği (predictive validity) olmak üzere iki şekilde ortaya çıkmaktadır (Meydan ve Şeşen, 2015). Eş zamanlı geçerlilik, tahmin (ölçülen değişken) ve kriter değişkeninin her ikisinin ölçümünün aynı zaman dilimi içerisinde yapılması durumunda, bu iki değişkene ait ölçümler arasındaki ilişkinin incelenmesini dikkate almaktadır. Kriter değişkeninin sonuçları ile ölçüm aracı sonuçlarının aynı zaman dilimi içerisinde meydana gelmesi gerekmektedir (Demir vd., 2011). Eş zamanlı geçerliliğin değerlendirilmesi için, mevcut ölçeğin kısa bir alternatifin oluşturulması ve ölçeğin uzun versiyonu ile aynı anda uygulanması ve iki ölçüme ait sonuçların birbiri ile karşılaştırılması gerekmektedir. Tahmin geçerliliği ise bir ölçekten elde edilen mevcut değer aracılığıyla, bir kriter değişkenin gelecekteki düzeyini ne ölçüde tahmin edilebildiğinin göstergesi olmaktadır (McDaniel ve Gates, 1999). Tahmin geçerliliği, bir ölçüm aracının diğer başka özelliklerin veya bireysel bir davranışın tahmin edilmesinde sağladığı faydaya odaklanmaktadır. Tahmin geçerliliğinin sağlanması için, tahminin geleceğe dönük olması ve belli bilgiler temelinde istatistiksel teknikler kullanılarak yapılmış olması gerekmektedir. Bir testin tahmin geçerliliğini belirlemede en önemli husus uygun bir ölçüt ölçüsü elde etmektir. Bu ölçüt ölçüsünün, testin tahmin etmeye çalıştığı özellik ile doğrudan ilişkili olması gerekmektedir. Ölçüt ölçüsü, kararlı bir yapısı olmalı ve zaman içerisinde değişmemesi, bireyin başarısını yansıtan nesnel ve güvenilir bir ölçüt olması ve ölçütün elde edilişinin kolay ve pratik olması gerekmektedir (Tekin, 2004) Ölçüt araştırılmalarında, öncelikle geçerli olduğu bilinen bir ölçeğin bulunması gerekmektedir. Geliştirilmekte olan ölçek için başka bir ölçekten elde edilen puanlar ölçüt ölçüsü (dış ölçüt) olarak kullanılabilmektedir.

Çok boyutlu bir ölçeğin sahip olması gereken önemli geçerlilik türlerinden biri olan yapı geçerliliğini ve buna bağlı olarak tek boyutluluk (unidimensionality) ilkesinin değerlendirilmesi gerekmektedir. Yapı geçerliliği, teorik yapılar ve onların ölçümleri ile arasındaki uyumun derecesi ile ilgili olduğu için, teori geliştirme ve test etmek için gerekli bir koşul olarak ortaya çıkmaktadır (Peter, 1981). Yapı geçerliliği, ölçeğin gerçekte neyi ölçtüğü sorusuyla doğrudan ilgilenmektedir. Ölçeğin sergilediği performans/ skorların altında hangi yapı, kavram veya özelliklerin yattığını ortaya koymaktadır. Ölçümün yapı geçerliliği, açık bir biçimde tanımlanmış, teorik bir alt yapı sağlanmadan değerlendirilememektedir. Yapı geçerliliğinin değerlendirilmesinde, ölçeğin işe yarama nedeni veya ölçeğin altında yatan teori dikkate alarak nasıl bir çıkarsama yapılabileceğine ilişkin teorik soruların yanıtlarının ortaya konması gerekmektedir. Bu nedenle yapı geçerliliğinin değerlendirilmesi, ölçülen yapının doğasına ve diğer yapılarla ilişkisine dair güçlü teori gerektirmektedir (Malhotra, 2010). Yapı geçerliliğinde, yapısal eşitlik modelleri kullanılarak, çeşitli varsayımları sağlayan ölçek aracılığıyla araştırma kapsamında ölçülen örtük değişkenin boyutları değerlendirilmektedir (Yılmaz ve Çelik, 2009). Yapı geçerliliğinin ortaya konulmasında doğrulayıcı faktör analizi yaklaşımı kullanılmaktadır (Bagozzi, ve Foxall, 1996).

Doğrulayıcı faktör analizi modeli, gözlenen değişkenin bir gözlenemeyen değişkeni oluşturup oluşturmadığını veya birden fazla gözlenemeyen değişken arasında ilişkinin olup olmadığının analizinde kullanılmaktadır. Her gözlenemeyen değişken bir grup gözlenen değişken tarafından ölçüldüğünden değişkenler arası ilişkiler önemli olmaktadır. Yapısal regresyon modeli, doğrulayıcı faktör analizi modeline benzese de ikisinin arasındaki en temel fark, gözlenemeyen değişkenler arasındaki çift yönlü ilişki yerine gözlenemeyen regresyon etkilerine yapısal regresyon modelinin sahip olmasıdır. Bu model gözlenemeyen değişkenlerin aralarındaki etkileşimin bilinmediği durumlarda aralarındaki ilişkilerin ortaya çıkarılmasında kullanılmaktadır. Son yapısal model şekli olan gözlenemeyen değişken değişim modeli ise zaman içerisinde bir gözlenemeyen değişkende meydana gelen değişmeyi göstermektedir. Yapısal eşitlik model analizlerinde farklı model tahmin yöntemleri (maksimum olabilirlik yöntemi, genelleştirilmiş en küçük kareler yöntemi, olağan en küçük kareler yöntemi, ölçekten bağımsız en küçük kareler yöntemi ve asimtotik olarak dağılımdan bağımsız tahmin) kullanılmaktadır. Maksimum olabilirlik ve genelleştirilmiş en küçük kareler yöntemini kullanılabilmesi için gözlenen değişkenlerin birbirinden bağımsız ve çok değişkenli normal dağılıma sahip olması, örneklem hacminin büyük olması ve gözlenen değişkenlerin en az eşit aralıklı ölçek düzeyinde olması gerekmektedir. Yapısal eşitlik model analizlerinde model testleri gerçekleştirilirken birden fazla uyum indeksleri kullanılmakta ve teorik olarak ortaya konan modeldeki kovaryans matrisi ile gözlenen değişkenlerden elde edilen örneklem kovaryans matrisi ile karşılaştırılmaktadır. Bu iki matrisin arasındaki farkın yüksek olması elde edilen verilerin, teorik olarak ortaya konan yapıya uymadığını göstermektedir. YEM analizinde modelin çizilmesinden sonra parametre tahminleri yapılmaktadır. Parametreleri tahmininde, gözlenen değişkenlerin gözlenemeyen değişkenlerle olan ilişkisini ifade eden model ile örneklemden alınan ölçüm değerlerini ifade eden veri arasında bir hata ortaya çıkmaktadır. Uyum indekslerine ilave olarak modelin daha yüksek uyum sağlaması için bir kısım değişiklikler yapılması ile model modifikasyonu sağlanmaktadır. Ek olarak, modelin kötü uyum indekslerine sahip olması durumunda teorik çerçeveye bağlı kalınarak modelin uyumunun geliştirilmesi için de model modifikasyonuna ihtiyaç duyulmaktadır. Değişkenler arasındaki ilişkilerin daha iyi tahmin edilmesini sağlayan model modifikasyonu işlemi, belirleme araştırması teorik yapıya en uygun modelin belirlenmesi sürecini oluşturmaktadır. Araştırılmak istenen konu dahilinde, önceki araştırmalar ve kuramsal çerçeve, model için rehber niteliğinde ele alınması, kuramsal çerçeve dâhilinde kurulan teorik model test edilmesi, önce ölçüm modeli daha sonra yapısal model için belirleme araştırması yapılması, test edilen her modelin uyum indeksleri kontrol edilmesi, sabit olmayan parametrelerin istatistiksel olarak anlamlılığı araştırılması (herhangi bir parametrenin sonraki modelde sabit olup olmadığı) ve model modifikasyon indeksleri hesaplanması gerekmektedir. Gerbing, ve Anderson, (1988), ölçek geliştirme ve değerlendirme çalışmalarında, tek boyutluluk ilkesinin değerlendirilmesi için kullanılan alfa katsayısı, madde-toplam korelasyonları ve keşfedici faktör analizi gibi geleneksel yöntemlere alternatif olarak, daha tutucu bir yaklaşım olan doğrulayıcı faktör analizinin kullanımı önermektedir. Faktör analizinin amaçları arasında değişken sayısını azaltmak ve değişkenler arasındaki ilişkilerden yola çıkarak yeni değişkenler ortaya çıkarmak yer almaktadır (Özdamar,1999). Keşfedici faktör analizi, çok sayıdaki değişken arasında ilişkilere dayanarak, birbirinden bağımsız ve daha az sayıda, daha anlamlı yeni değişkenlerin oluşumunu sağlamaktadır. Mevcut olduğu bilinmekle beraber direk olarak gözlemle belirlenemeyen, gözlenemeyen yapıları ortaya çıkarmak ve çok daha fazla sayıdaki veri setlerini azaltarak basitleştirmeyi amaçlamaktadır. Keşfedici faktör analizi; çok sayıdaki değişkeni, belirli sayıda gruplara ayırarak, her bir grubun içindeki değişkenler arasındaki ilişkiyi maksimum, gruplar arasındaki ilişkiyi ise minimum yaparak, bu grupları yeni

değişkenlere dönüştürmektedir. Türetilen yeni değişkenlere ise faktör adı verilmektedir (Karagöz, 2015). Keşfedici faktör analizinde her gözlenen değişken her gözlenemeyen değişkenle ilişkili, hata terimleri korelasyonsuz ve tüm parametreler verilerden hareketle tahmin edilmektedir. Elde etmek istenen faktör sayısı ve yapısı ile ilgili olarak teorik bir varsayıma sahip olunduğu doğrulayıcı faktör analizindeki amaç, elde edilen veri seti ile sahip olunan teorik varsayımın uyuşumunu ortaya çıkarılmasıdır.

Doğrulayıcı faktör analizi çok sayıda gözlenen veya ölçülen değişken tarafından temsil edilen gözlenemeyen yapıları içeren, çok değişkenli istatistiksel teknikleri tanımlamak amacıyla kullanılmaktadır. Diğer taraftan, keşfedici faktör analizi ile belirlenen faktörlerin, hipotez ile belirlenen faktör yapılarına uygunluğu test edilebilmektedir. Keşfedici faktör analizi hangi değişken gruplarının hangi faktör ile yüksek düzeyde ilişkili olduğunu test etmek için kullanılırken; doğrulayıcı faktör analizi belirlenen *k* sayıda faktöre katkıda bulunan değişken gruplarının bu faktörler ile yeterince temsil edilip edilmediğinin belirlenmesi için kullanılmaktadır (Aytaç ve Öngen, 2012). Doğrulayıcı faktör analizinde, her gözlenen değişkenin teorik yapıda ortaya konan gözlenemeyen değişkenlerle bağlantılı olması, bazı hata terimleri arasında korelasyon olabilmesi, parametrelerin bir kısmının bazı değerler ile sınırlandırılabilmesi mümkündür. Doğrulayıcı faktör analizinde, tüm çapraz faktör yükleri sıfıra eşitlenmektedir. Doğrulayıcı faktör analizi, özelikle örtük değişkenler ile gözlenen değişkenler arasındaki ilişkilerin ölçüm modelleriyle ilgilenen, yapısal eşitlik modellemesinin özel bir türü olarak ele alınmaktadır. Doğrulayıcı faktör analizi, örtük bir değişkeni incelemeye yönelik ölçek geliştirme süreci boyunca kullanılmakta ve bu bağlamda, ölçeğin temelinde yatan boyutların sayısının doğrulanması ile boyutların yapılarının ortaya konulmasında kullanılmaktadır (Brown,2006). Verilen her bir cevap için örtük yapı skorları elde edilebildiğinden, yapılar arasındaki ilişkilerin, yapıların ölçüm değerlerinde var olan hata varyansı miktarı ile otomatik olarak düzeltilmesine izin verilmektedir (Hair, vd., 2006). Uygulanan doğrulayıcı faktör analizinin sonuçlarının geçerli olduğunu söylemek, ancak ölçüm modeline ilişkin üretilen uyum iyiliği indekslerinin değerlendirilmesi ile mümkün olmaktadır. Temel olarak, önerilen modelde yer alan gözlenen değişkenlere ait gözlenen kovaryans matrisi ile beklenen kovaryans matrisinin karşılaştırılması sonucu iki matris arasındaki benzerlik veya farklılıklara dayalı olarak hesaplanan uyum iyiliği indeksleri, önerilen bir modelin (ölçüm veya yapısal model), veri seti örtüşme göstergesi olarak ele alınmaktadır (Meydan ve Şeşen, 2015).

SONUÇ ve TARTIŞMA

Sosyal bilimlerde kullanılan ölçeklerin geçerlik ve güvenirlik düzeyi hem alan uygulamalarında hem de araştırma sonuçlarının yorumlanmasında hatalara yol açabilmektedir. Güvenirliği, geçerliği, doğruluğu istenen düzeyde olmayan bir ölçek, araştırmalarda ölçümlerin heterojen hale gelmesine neden olarak, istatistiksel testlerin gücünü düşürmesinin, gruplararası farkın anlamlı olarak tespit edilmesini engellemesinin yanı sıra daha fazla sayıda deneğin araştırmaya dahil edilmesini zorunlu kılarak maliyet artışına ve zaman kaybına olanak sağlamaktadır. Bu nedenle, herhangi bir amaca olarak geliştirilen ölçeğin çeşitli istatistiksel beklentileri karşılaması önem arz etmektedir. Çalışma kapsamında, yeni bir ölçme aracına ihtiyaç duyulduğu ve ölçülmek istenen olguda değişim yaşanması durumunda ele alınması muhtemel yöntemler ile yeni bir ölçeğin geliştirilme aşamalarının incelenmesi amaçlanmaktadır. Elde edilen sonuçlar genel olarak değerlendirildiğinde, ölçek geliştirme süreci, sekiz temel sürece ayırılabilmektedir (Churchill, 1979). Ölçek geliştirmede başlangıç noktası, ilgilenilen yapının ve bu yapıyı oluşturan boyutların açık ve net bir şekilde belirlenmesidir. Bu noktada, kavramsallaştırılma ve boyutlandırma yapılacağı için ilgilenilen yapının tanımına dâhil edilenlerin ve hariç tutulanların belirlenmesi gerekmektedir. Ölçek

geliştirme sürecinin ikinci adımı ise ilgilenilen yapının, açık bir şekilde belirlenen boyutlarını ortaya koyabilecek nitelikte, değişkenlerin (ifadelerin) oluşturulmasıdır. Bu adım, çoğunlukla keşfedici nitelikte bir araştırmayı gerekli kılmaktadır. Değişkenlerin oluşturulmasında, literatür taraması, deneysel anketler, odak grup görüşmesi vb. yöntemlerden yararlanmak mümkündür. Bu aşamada önemli olan, elde edilen tüm değişkenlerin, mümkün olduğunca net ve anlaşılır bir biçimde ifade edilmiş olmasına özen göstermektir. Bu açıdan elde edilen ifadelerin yüzeysel ve içerik geçerliliklerinin de değerlendirilmesi gerekmektedir. Bir sonraki aşamada gerçekleştirilecek olan testlerin uygulanabilmesi için verilerin toplanması, ölçek geliştirme sürecinin üçüncü adımını oluşturmaktadır. Ölçek geliştirme sürecinin dördüncü adımı olan bu aşamada, elde edilen verilerin güvenilirlikleri değerlendirilirken, keşfedici faktör analizinden yararlanılarak ölçeğin boyutları ortaya konulmaya çalışılmaktadır. Kullanılan analizlere göre gerekli kriterleri sağlamayan değişkenler ölçekten çıkarılmakta ve böylece ölçek sadeleştirilmektedir. Beşinci aşama, altıncı ve yedinci aşamada gerçekleştirilecek olan analizler için, ölçekte kalan değişkenlere ilişkin, farklı ve yeni bir örneklem üzerinden yeniden verilerin toplanmasını içermektedir. Ölçek geliştirme sürecinin altıncı basamağında, toplanan yeni veriler üzerinden, ölçeğin güvenilirliği değerlendirilmektedir. Yedinci aşamada ise beşinci aşamada elde edilen veriler üzerinden ölçeğin yapı geçerliliği değerlendirilmektedir. Sekizinci ve son aşamada ise normlar geliştirilmektedir. Elde edilen ölçeğin kullanımına ilişkin kuralların geliştirilmesi ve ortaya konulması gerektiğinden bahsedilmektedir. Özellikle, ortaya konulan ölçek yeni bir ölçek olduğundan, ölçekten elde edilen skorların yorumlanmasına dair açık ve net normların oluşturulması önem arz etmektedir.

Son olarak, ölçek geliştirme çalışmaları bilgi birikimi, araştırma, emek ve zaman isteyen çalışmalar olması nedeniyle ölçeklerin tutarlı, hatadan mümkün olduğunca arındırılmış, geçerli veriler üretebilmek ve çözüm üretebilmek adına doğru saptamalar yapabilmesi gerekmektedir. Bu çerçevede çalışmanın, ilgili amaçları taşıması muhtemel gelecek araştırmalar ışık tutacağı düşünülmektedir.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Francis Bacon'un Düşüncesinde Estetik Yansımalar

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ÖZET

Francis Bacon bilimi önceleyen bir düşünür olarak kadim bilgeliği reddetmiştir. O, deneyselliği ve tümevarımı savunarak niceliksel bir gelişimi savunmuştur. Çünkü onun için nesnel dünya ve gerçeklik için bu önemli bir husustur. Bu doğrultuda Bacon, gözlem yapmayı ve olguları irdelemeyi esas alarak bilgi elde etmeyi savunmuştur. Dolayısıyla ona göre gerçekliğe ulaşmanın ilk şartı, alımlama ve akıl melekesini kullanmaktan geçer.
Bacon'a göre sistemli bir şekilde bilgi elde etmek evrensel ve kapsayıcı olmaktan geçer. Bu durum insanın yetenek ve becerilerinin gelişimi sadece el yordamıyla değil, aynı zamanda zihinsel bir gelişimin de sağlanmasıyla mümkündür. Sanatçının da bu doğrultuda ilerlemesi gerektiğini savunan Bacon için sanatçı bilimsel olmalıdır. Sanatçı için duyuların ve zihnin algılarının merkezi evren değil insanın bizzat kendisidir. Çünkü sanat aracılığıyla sanatçı nesnelerin anlamlarını genişleterek fikirlerini görünür kılar.
Bacon'a göre doğadaki gerçekliği belirsiz ve düzensiz bir şekilde kavrayan insan sanat aracılığıyla belirlenim ve düzen kazandırır. Dolayısıyla gerçekliğin ideal olan bir forma kavuşturulmasıyla insanın yaratıcılığı, hayal gücü, yetenekleri ve becerileri aracılığıyla sanat eseri meydana gelir.

Anahtar Kelimeler: Francis bacon, Sanat, Estetik.

Reflection of Aeshetic In The Idea of Francis Bacon

ABSTRACT

Francis Bacon rejected ancient wisdom as a thinker who prioritized science. He advocated a quantitative development by advocating empiricism and induction. Because this is an important issue for the objective world and reality for him. In this direction, Bacon advocated obtaining information based on making observations and examining facts. Therefore, according to him, the first condition of reaching reality is to use the skill of reception and reason.
According to Bacon, obtaining information in a systematic way is to be universal and inclusive. In this case, the development of human abilities and skills is possible not only by groping, but also by providing a mental development. For Bacon, who argues that the artist should progress in this direction, the artist must be scientific. For the artist, the center of the senses and perceptions of the mind is not the universe, but the man himself.
Because through art, the artist makes his ideas visible by expanding the meanings of objects.
According to Bacon, man, who comprehends the reality in nature in an uncertain and irregular way, gains determination and order through art. Therefore, by bringing reality into an ideal form, a work of art is created through human creativity, imagination, talents and skills.

Keywords: Francis bacon, Art, Aesthetic.

1. GİRİŞ

1.1 Problem Durumu

Sanat kuramı en geniş anlamıyla estetik biliminin baş konusu ve gerecidir. Daha dar anlamıyla ise sanatsal düşünme, tasarımlama ve yaratmanın evrim içindeki yasaya benzer düzenliliklerinin felsefi çerçevesini çizer. Tüm sanatsal yaratıların ve yaratma olayının doğuşundan başlayarak, sanatın nitelik, özellik ve sınırları ile çeşitli türlerinin biçimleme tarzlarına, konu ve konu dağarlarına, biçem (üslup) ve akımların oluşmalarına dek geniş bir alan, sanat kuramının ilgi alanıdır. Sanatın oluşumu sorunsalında sanatçının ruhsal yapısı, psikoloji durumu, karakter ve huyu (temperament), imgelem ve düşlem gücü, kalıtım, algılama, yaratıcı yeti gibi sanat psikolojisi alanına konularla da ilgilenir. Biçim-içerik, işlev ve yapı gibi diyalektik sanat konularına eğilir. Sanat sosyolojisi alanına giren, sanat toplumsal etkileri, sanat izleyicindeki bilinçlenme ya da değişmeler üzerinde durur. Geçmişin sanat görüş ve akımları hakkında görüşler ileri sürerken en çok sanat tarihinden ve sanat eleştirisinden yararlanır (San, 2008: 67-68).

Kabul edilebilir sanat, hakikatlerin felsefi gözetimi altında olmalıdır. Sanat meramı içkinliğe terk edilemeyecek bir duyu öğretimidir. Sanatın normu eğitim olmalıdır. Eğitimin normu ise felsefedir (Badiou, 2017: 13). Barkan'a göre sanat eğitimcileri teoriden kaçınamazlar, çünkü onlara teori rehberlik etmelidir. Bu nedenle sanat eğitimcisi; sanatçıları, estetikçilerin, eleştirmenlerin ve tarihçilerin sanat hakkındaki bilgilerini sentezlemek zorundadır (Artut, 2009: 105).

Bu nedenle, sanatın *"kavram tarafından nitelenen nesnel gerçekliğin ve öznel yansıtmanın söz konusu alanından ve düzeyinden, bunun içerik ve biçiminden, çevresinden vazgeçmesi olanaksızdır"*. Söz konusu *"düşünsellik sanatsal biçimlendirmeden dışlandığı takdirde"*, insanın sanatta sahip olduğu *"en büyük şey-Yunan tragedyası ve Dante, Michelangelo ve Shakespeare, Goethe ve Beethoven- olanaksız olurdu"*. Dolayısıyla, düşünsellik olmadan nitelikli sanat/yazın olamaz (Kula, 2008: 166).

1.2. Problem Cümlesi

- Francis Bacon'ın felsefi düşünceleri ile estetik arasında anlamlı bir ilişki var mıdır?

1.3. Alt Problemler

- Francis Bacon'ın felsefi düşünceleri var mıdır?
- Francis Bacon'ın felsefi düşünceleri var mıdır?

2. FRANCIS BACON'IN DÜŞÜNCESİNDE ESTETİK

Resim-1: Paul Van Somer, *Francis Bacon*, 1617, ("Sanal": 2023).

Bilime büyük bir inanç besleyen, modern dünyanın bilim üzerinden inşa edileceğine inanan Bacon, bir yandan modern bilimin öncülüğünü yaparken, diğer yandan kadim bilgeliğe, sadece Skolastisizme değil, fakat Platonik ve Aristotelesçi geleneklere de büyük bir savaş açmıştır. O, önce doğaya ilişkin bilimsel bilgiye giden yolu kapatan idolleri zihnin yanlış düşünce kalıplarıyla ön yargılarını ortadan kaldırmaya çalışmış, sonra da deneysel yöntemin ve tümevarımcılığın savunuculuğunu yapmıştır (Cevizci, 2017a: 53).

Geleneksel metafizikçi filozofları örümceğe benzeten Bacon, eskilerin tümdengelimci ve usçu düşüncesinin, sadece insanın kendi usunun ürünü olan birçok mükemmel sistemleri oluşturduklarını söyler. Fakat bunların gerçeklikle ve dış nesnel dünya ile direkt bir ilişkide olmadıklarını rahatlıkla söylemek yanlış olmaz. Bu sistemler, örümceğin ağını örerken yalnızca kendi içinden üretmesi gibi, hiç dış malzeme bulundurmamaktadır (Çüçen, 2013: 270).

Descartes düşünce kurallarının ilk taslağını yazdığı zamanlarda İngiliz filozof Francis Bacon da anlamaya ilişkin köklü yöntem arayışındaydı. Matematik bilgisinden mahrum olan Bacon gözlemin önemini vurgulamayı ve olguları biriktirmeyi tercih etti. O da devrimsel bir görüş sahibiydi. O da bütün bilgiyi yeni bir tabiatın deneysel olarak *"rahatsız edilmesi"*nden türemiş sağlam olgu temeline dayandırmayı amaçlıyordu (Roszak, 2013: 349).

Bacon'a göre *"doğaya boyun eğerek onu yeneriz"* yani *"bilgi güçtür"*. Doğaya boyun eğdirmek teknik üstünlüğü elde tutmak için doğayı tanımak gerekir. Doğaya egemen olmanın ve bu yolu sağlayacak yolu bulmanın ilk koşulu, aklı ve duyulama yeteneğimizi kullanmamızdır (Taşkın, 2013: 72).

Bacon'ın katkısı, sistemli bilgi elde etmek için evrensel ve kapsayıcı bir metot algısında yatar. Birinci olarak, bu süreç kollektif ve birikimsel olarak görülür. Yine bu süreç, ivme

kazanmaya devam eden bir girişimdir. Dolayısıyla bilme *"işi"* bireyin eline bırakılmamalı, bilakis uzmanlardan oluşan takımlar tarafından gerçekleştirilmelidir. Onun ikinci dikkat çekici özelliği olarak şunu söyleyelim: Bilme işi *"sanki makina tarafından"* yapılmalıdır. Burada yine şu söz konusudur: Her şeyi zapt eden her şeyi yiyen makina metaforu! Ama bu kez tamamen yeni bir anahtarda metodolojik bir ilke olarak. Bacon çarpıcı bir etkiyle *"mekanik insanlar"*ın eğer insanî hüner ve marifet ile icat edilen araç ve gereçlerden yardım almaksızın sadece çıplak elleriyle çalışırlarsa insan başarılarının küçük olacağını anlatmaya devam eder. Benzer biçimde insan *"çıplak anlama güçleri"* ile bilgi elde etmeye çalışırsa az bir şey başarabilecektir. Zihinsel alanda da bir düşünce aletine ve aracına ihtiyacımız var (Smith, 2013: 309).

Bacon'a göre, Tanrı'nın gözlerimizin önüne koyduğu hakikati görmemizi engelleyen şey, kendi günahkâr doğamızdır. Bilim adamı gibi, manzara ressamı da geleneksel görüşü iyice incelemeden kabul etmemeli; doğa olgularının araştırmacısı kimliğine bürünmeli, bu olguları aralıksız olarak gözleyip kayda geçirmelidir (Gombrich, 2015: 231).

Novum Organum adlı eserinde tümevarım yönteminin yeterli olmadığını göstererek tümevarım metodunu iyi bir örnek oluşturarak bilginin kendi içinde bir sonunun olmadığını tersine bilginin bir süreç olduğunu belirtmiştir. Bunun yanında eserinde bu metodun geniş ve verimli bilim alanına uygulayabileceğimiz göstererek Rönesans enerjisini yeni bir yöne çekmiştir.

Araştırmacı ve yorumlayıcı bilim adamı ancak yeni bir yöntemle eskiyi aşabilir. Çünkü eski metot artık yeni bir şey ortaya koyamamaktadır… Bacon da ancak doğa üzerinde kaybolmuş egemenliği yeniden kazanmanın tek yolunun, yeni bilimsel yöntemde olduğuna inanır. Bacon, bu konudaki düşüncelerini şu şekilde ifade eder: *"Doğanın yorumlayıcısı ve hizmetkârı olarak insanoğlu doğayı olguda ya da doğanın gidiş yönü düşüncesinde yalnızca gözlemleyerek, onu pek çok durumu ile anlayabilir ve değiştirebilir. Bunun ötesinde o, hiçbir şey bilemez ve yapamaz"* (Çüçen: 2013: 271).

Evrende gerçekleşen olayların sebebi nedir? Bacon, bu temel problemi kurcalamıyor, yalnız doğada gözlemlediği olayları kaydederek bu evrensel yasaların değişmezliğini ileri sürüyordu. Bize, bu yasaları öğretecek teorileri ve yöntemleri veriyordu (Rahmi, 2001: 54).

Ona göre soy idolleri, bizzat insanın soy veya ırkının doğasında vardır. Çünkü insan, anlamsız bir biçimde *"şeylerin"* ölçüsü olduğunu iddia eder; üstelik bununla da kalmaz hem duyuların hem de zihnin bütün algılarının kaynağı olarak evreni değil, insanı gösterir. İnsan zihni, ışınları yayması, çarpıtması ve şeklini bozması bakımından kendi özelliklerini farklı nesnelere veren içbükey ve dışbükey aynalara benzer (Taşkın, 2013: 73).

Sanat, doğayı insan ile ilgisi bakımından ele alır. Sanat nesneleri olduğu gibi kopya etmek yerine doğal biçimlerini koruyarak, onların anlamlarını genişleterek genel özelliklerini kavrar. Genel olanı bireyselde göstermeye çalışarak nesnelerin ortaya koydukları fikirleri (idealleri) görünür kılar. Doğadaki nesneleri model olarak almasına rağmen, onları aşar, idealleştirir. Bunu yaparken nesnenin doğadaki biçiminin ideasına bağlı kalır. Sanat yapıtı gerçekleri hayal gücü ile birleştirmeden doğar. Doğadaki gerçeklikte belirsizlik ve düzensizlik içinde kavradığımız nesneler, hayal gücünün onlara katılmasıyla birden düzen ve belirlilik kazanır. Gerçekliği

olması gereken ideal bir duruma yükseltir. Bacon, "*sanat doğayla ekli insandır"* tümcesiyle sanatın tanımını yapar. Doğa sayısız zengin kaynaklara sahip olmasına rağmen, sanatsal açıdan tek başına yeterli değildir. Çünkü ona çeşitli anlamlar veren, onu yorumlayan, değerlendiren insandır. İnsan, bir doğa ürünü olan doğal varlıktır. Doğal yaşam güçleriyle donatılmıştır. Bu güçler insan benliğinde, yetenek ve içgüdüler olarak varlığını sürdürür. Bu güçlere işlerlik kazandıran yaşamda gerçeklik duyularla algılanabilen nesneleri dışlaştırma çabasıdır. Bunun sonucu olarak, sanat yapıtı ortaya çıkar (Ersoy, 2002: 46).

Francis Bacon'ın dediği gibi *"tek bir güzel yoktur ki bir takım gariplikler göstermesin"*. Güzel apaçık olsa da çeşitliliktir bu. Yapıt da olsa yaşam gibi, bizim duygu dünyamız gibi çelişkilidir. Yapı derindir, yüzeyde bir takım şeyler gösterse de onun asıl zenginliği derindedir yapıt derinlerine çeker bizi, görünmez yanlarına tanık olalım ister, bizi gizlerini tanımaya çağırır. Bunun için kavrayıcı gücümüzün yetkinliklerimizin olması gerekir (Timuçin, 2013: 11). Bacon sanatı, *"insanların tabiata ilavesi"* suretinde tanımlıyordu. Bu anlayış sanatın, zihnin tercüme ettiği realite olduğunu söylemekle gerçeğin idealle tam bireşimini müdafaa etmektedir (Topçu, 2014: 124).

3. SONUÇ VE DEĞERLENDİRME

Sanata ait kuramlar geniş anlamda estetik ile ilişkilidir. Dar anlamda ise insana ait yetiler olan sanatsal düşünme, tasarımlama ve yaratmaya ait yasa haline gelmiş düzen felsefi bir çerçeve çizmektedir. Sanatsallığın ilk basamağı olan yaratımdan son basamak olan sanat eserinin meydana gelişi ile bu ikisi arasında yer alan çevre, insan, sanatçı, tarih, psikoloji, tabiat vs. unsurlar sanat kuramlarıyla ilgilidir. Dolayısıyla sanat olarak kabul edilen "şey" düşünsellikten nesnelliğe, çevreden insana vs. dair bilgilerin sentezi olarak ortaya çıkmaktadır.

Kadim bilgeliği reddeden Francis Bacon bilimi önceleyerek deneyciliği ve tümevarımı ileri sürerek kantatif bir gelişimi savunmuş ve nesnel dünya ile gerçekliğe önem atfetmiştir. Bu doğrultuda Bacon, gözün ve zihnin eğitimi olan gözlem yapmayı ve olguları inceleyerek bilgi elde etmeyi amaç edinmiştir. Bundan dolayı ona göre gerçekliğe ve gerçek bilgiye ulaşmanın ilk koşulu önce alımlama yapmak ve sonra akıl melekesini kullanmaktır.

Doğadaki gerçekliği düzensiz ve belirsiz bir biçimde algılayan ve kavrayan insan sanat vasıtasıyla insan için doğaya düzen ve belirlenim kazandırır. Doğaya yorumlama katan, algılanabilir hale getiren ve olguları dışlaştırarak gerçekliğin ideal olan bir forma ulaşmasıyla insan yaratıcılığı, hayal gücü, yetenekleri ve becerileri aracılığıyla sanat eseri meydana gelir. Dolayısıyla Bacon'un ifadesi ile *"sanat doğayla ekli insandır"*.

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Resim Kaynakçası

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Dinamik Fiyatlandırmada Fiyat Adalet Algısının Tekrar Satın Alma Niyetine Etkisi: Tatil Rezervasyon Sitelerini Kullananlar Üzerinde Bir Araştırma

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ÖZET

İnternet ortamında pazarlamanın en önemli konularından biri fiyatlandırmadır. Fiyatlandırma tüketici ve işletmeler açısından oldukça önemli bir faktördür. Tatil rezervasyon siteleri mal veya hizmeti pazarlarken mal veya hizmetler için fiyatlandırma yapmak durumundadır. Yaptıkları bu fiyatlandırmanın hem tatil rezervasyon sitelerini hem de tüketicileri hoşnut etmesi gerekmektedir. Tüketiciyi hoşnut etmenin yollarından biri dinamik fiyatlandırma uygulamalarıdır. Ancak dinamik fiyatlandırma uygulamalarının da adil olması gerekir. Fiyatın adil algılanması tüketicilerin mal veya hizmeti tekrar satın alması için önemli bir faktördür. Araştırma, dinamik fiyatlandırmada fiyat adalet algısının tekrar satın alma niyetine etkisini analiz etmeyi amaçlamaktadır. Araştırma nitel veri toplama araçlarından yarı yapılandırılmış görüşme tekniği ile gerçekleştirilmiştir. Araştırmada tatil rezervasyon sitelerinden tatil satın almış toplam 15 kişi ile görüşülmüştür.
Anahtar Kelimeler: Dinamik Fiyatlandırma, Fiyat Adalet Algısı, Tekrar Satın Alma Niyeti, Turizm.

The Effect of Price Fairness Perception on Repurchase Intent in Dynamic Pricing: A Study on Users of Holiday Booking Sites

ABSTRACT

One of the most important issues of marketing in the internet environment is pricing. Pricing is a very important factor for consumers and businesses. Holiday booking sites have to price the goods or services when marketing the goods or services. Their pricing should satisfy both holiday booking sites and consumers. One of the ways to please the consumer is dynamic pricing practices. However, dynamic pricing practices also need to be fair. Fair perception of the price is an important factor for consumers to repurchase the good or service. The research aims to analyze the effect of price fairness perception on repurchase intention in dynamic pricing. The research was carried out with semi-structured interview technique, one of the qualitative data collection tools. In the research, a total of 15 people who bought a holiday from holiday booking sites were interviewed.
Keywords: Dynamic Pricing, Perception of Price Fairness, Repurchase Intent, Tourism.

1. GİRİŞ

Gelişen ve değişen dünya düzeninde teknolojiye kayıtsız kalmak neredeyse olanaksızdır. Günümüz toplumunda teknolojinin insan yaşamına getirdiği kolaylıklar yadsınamayacak derecede çoktur. Bunlar arasındaki en önemli kolaylık ise internetin kullanılmaya başlanmasıdır (Şenel ve Gençoğlu, 2003: 47). İnternetin ortaya çıkması, iletişim tercihimizi, etkileşim biçimimizi, satın alma ve pazarlama faaliyetlerimizi önemli ölçüde değiştirmiş ve şekillendirmiştir. İnternet ortamındaki web siteleri sayesinde tüketiciler istedikleri mal ve hizmete erişim sağlayabilmektedir. Daha sonra bu mal ve hizmet hakkındaki tecrübelerini sosyal medya aracılığıyla paylaşabilmektedir. Tecrübe ve bilgilerin internet ortamında paylaşılmasıyla turizm sektöründeki tüketiciler tatil planlaması, rezervasyon işlemleri ve satın alma yönündeki eylemleri internet aracılığıyla gerçekleştirebilmektedir. Bu konuda tatil rezervasyon siteleri etkin bir rol oynamaktadır (Erdoğan Tarakçı ve Göktaş, 2020: 449).

"Dinamik fiyatlandırma" terimi, mal veya hizmetlerin fiyatını arz ve talebe göre değiştirmeyi gerektiren bir fiyatlandırma stratejisini ifade eder. Yeni teknolojinin gelişmesiyle birlikte, dinamik fiyatlandırma daha geniş ölçüde mümkün ve aynı zamanda ticari olarak uygulanabilir bir strateji haline gelmiştir. Dinamik fiyatlandırmada sabit bir fiyat uygulaması yoktur, fiyatların zamana ve piyasaya göre farklılaşması söz konusudur (Deksnyte, 2012; Avunduk ve Küçükyılmaz, 2020; Neubert, 2022). Dinamik fiyatlandırma stratejisinde farklı fiyat uygulamalarının olması fiyat adaletinin sorgulanmasını da beraberinde getirmiştir.

Fiyat adaleti, bir satıcının fiyatı ile karşılaştırmalı bir diğer tarafın fiyatı arasındaki farkın makul, kabul edilebilir veya haklı olup olmadığına dair bir tüketici değerlendirmesi olarak tanımlanır (Andrés-Martínez vd., 2013: 319). Fiyat adaleti bir fiyat veya prosedürün ilgili bir standart, referans veya norm ile karşılaştırmasını içerir (Altın Gümüşsoy ve Köseoğlu, 2016: 524). Fiyatlandırma uygulaması, dijital pazarlarda artan rekabeti ve fiyat adaletini de beraberinde getirmiştir. Artık tüketiciler aynı ürünü sunan farklı satıcılar arasında seçim yapabilmekte ve web üzerinde fiyat karşılaştırma sitelerinde fiyat karşılaştırmaları yapabilmektedir (Prakash ve Spann, 2022: 300). Ayrıca sadece web üzerindeki fiyat karşılaştırma siteleri değil kulaktan kulağa yayılan duyumlarla da tüketiciler fiyat adaletini kendi içerilerinde değerlendirebilmektedir. Fiyat adaleti satın alma davranışı üzerinde önemli bir etkiye sahiptir çünkü tüketiciler adil olmadığını bildiği bir mal veya hizmeti tekrar satın alma niyeti göstermeme eğilimdedir. Fiyatın adil algılanması tüketicilerin mal veya hizmeti tekrar satın alması için önemli bir faktördür (Beşlioğlu, 2022: 46-47).

İlgili literatür incelendiğinde dinamik fiyatlandırma, fiyat adalet algısı ve tekrar satın almaya yönelik araştırmaların yapıldığı görülmektedir. Bu araştırmalar içerisinde Beşlioğlu'nun (2022), golf oyuncularının algılanan hizmet kalitesi ve tekrar satın alma niyeti üzerindeki ilişkisi, Mammadli'nin (2017) dinamik fiyatlandırmada fiyat adalet algısının tüketicinin marka değiştirme niyetine etkisi, Malc vd.'nin (2016) tüketicilerin kişisel geliri ışığında fiyat adaleti anlayışındaki değişiklikler, Goh vd.'nin (2016) tüketicinin tekrar satın alma niyetini belirleyen temel belirleyicilerin neler olduğu yer almaktadır. Ayrıca, Andrés-Martínez vd.'nin (2013), tüketici satın alma davranışında algılanan fiyat adaleti kavramının temel yönleri, Kuzay'ın (2012) internetteki alışveriş sitelerinde uygulanan dinamik fiyatlandırmanın müşterilerin algıladığı değere olan etkisi, Lee vd.'nin (2011) çevrimiçi dinamik fiyatlandırma bağlamında alıcıların algılanan fiyat adaletini etkileyen faktörlerin neler olduğu, Dai'nin (2010), fiyat farklılıklarının büyüklüğünün ve zamansal yakınlığının, dinamik fiyatlandırmanın algılanan fiyat adaleti üzerindeki rolü araştırmaları da vardır. Ancak literatürde doğrudan bu araştırmanın konusu olan; tatil rezervasyon sitelerinin uyguladığı dinamik fiyatlandırmada, fiyat adalet algısının tekrar satın alma niyetine etkisini analiz etmeye

yönelik herhangi bir araştırmanın yapılmadığı saptanmıştır. Araştırma konusu alan yazındaki bu boşluğu doldurmak amacı ile belirlenmiştir. Bu bağlamda araştırmanın amacı tatil rezervasyon sitelerinin uyguladığı dinamik fiyatlandırmada, fiyat adalet algısının tekrar satın alma niyetine etkisini analiz etmektir.

2. Kavramsal Çerçeve

Dinamik fiyatlandırma, fiyatların zaman içinde, tüketiciler arasında veya mal/hizmet paketleri arasında değiştiği bir fiyatlandırma stratejisi olarak tanımlanmaktadır (Kannan ve Kopalle, 2001: 63). Dinamik fiyatlandırma, mal veya hizmetin algılanan değerine bağlı olarak fiyatların tüketicilere göre dinamik olarak ayarlanmasıdır. Dinamik fiyatlandırma uygulanırken; satıcı fiyatları zamana, malın talep edilme durumuna ve arza göre değiştirir (Deksnytė, 2012: 24). Günümüzde dinamik fiyatlandırma, konaklama, seyahat, eğlence, e-ticaret, perakende, elektrik vb. birçok sektörde kullanılan yaygın bir fiyatlandırma stratejisidir. Her sektör, kendi ihtiyaçlarını ve ürünlere olan talebi göz önünde bulundurarak malları fiyatlandırmada farklı yaklaşımlar benimsemektedir (Victor ve Bhaskar, 2017: 242).

Fiyat adaleti, bir müşterinin bir satış işlemi ve sonucunun adil, kabul edilebilir ve makul olduğuna ilişkin algısıdır (Bassey, 2014: 20; Çilesiz ve Selçuk, 2018: 44). Fiyat adalet algısı, bir tüketicinin bir satıcı tarafından talep edilen fiyatın makul, kabul edilebilir veya gerekçelendirilebilir olup olmadığına ilişkin bilişsel ve duygusal değerlendirmesi olarak tanımlanmaktadır. Fiyatların adil olup olmadığına yönelik tüketici değerlendirmesinde belirli karşılaştırmalar vardır. Bunlar: diğer tüketiciler tarafından ödenen fiyatlar, piyasa referans fiyatları ve geçmiş veya alışılmış fiyatlardır. Uygulanan fiyat ile karar için oluşturulan referans fiyat arasında bir fark olduğunda, kişilerin fiyat adalet algısında farklılıklar ortaya çıkmaktadır (Atılgan vd., 2017: 37-38; Erdem, 2019: 39-40; Santos ve Mayer, 2019: 246). Malc vd., (2016) araştırmalarında kişisel gelir ışığında fiyat adalet algısındaki değişiklikleri incelemişler. Araştırmada; ortalamanın altında, ortalama ve ortalamanın üzerinde kişisel gelire sahip kişilerin fiyat adalet algılarının önemli ölçüde farklı olduğunu saptamışlar ($F = 9.27$; $p<0.001$). Tüketicilerin fiyat adalet algısını etkileyen bazı faktörler vardır. Bu faktörlerden biri memnuniyettir. Bassey (2014) araştırmasında algılanan fiyat adaletinin müşteri memnuniyeti üzerinde olumlu bir etkisi olduğunu saptamıştır ($r= .901$). Gumussoy ve Koseoglu, (2016) araştırmalarında fiyat adaleti algısının, müşteri memnuniyetinin yordayıcılarından biri olduğu sonucuna ulaşmışlar ($R2= 0.61$). Nacar vd. (2012) araştırmalarında fiyat adalet algısının tüketici memnuniyetini etkilediğini ($\beta=,759$; $t=12,979$) ve tüketici memnuniyetindeki değişimin %57'sini açıkladığını saptamışlar.

Tekrar satın alma, tüketicinin aynı mal veya hizmeti bir veya birden fazla kez satın alması olarak tanımlanmaktadır. Niyet ise kişilerin bir eylemi gerçekleştirmelerine ilişkin duygu ve düşüncelerin bütünüdür (Arlı, 2013: 62; Kara ve Kimzan, 2015: 79). Tekrar satın alma niyeti tüketicinin bir malı veya hizmeti aynı işletmeden tekrar satın alması olarak tanımlanabilir (Akçadağ, 2019: 2; Beşlioğlu, 2022: 46). Tekrar satın alma niyeti, tüketicilerin (alışveriş yapılan tedarikçiden en az bir kez alışveriş yapmış olanların) tekrar satın alma isteği durumunu ifade etmektedir (Chung ve Lee, 2003; Çelik, 2018: 14). Alışveriş ile ilgili tatmin edici deneyimler, benzer koşullar altında kişinin aynı eylemi tekrar etme eğilimini arttırmaktadır. Bu nedenle, tekrar satın alma niyetinde memnuniyet önemli bir rol oynamaktadır (Çakırkaya ve Karaboğa, 2019: 1521-1522; Levent ve Özkul, 2020: 109). Tekrar satın alma niyetinde memnuniyetin etkili olduğunu belirten araştırmalar incelendiğinde: Abdul-Muhmin (2010), araştırmasında önceki çevrimiçi satın alımlardan genel memnuniyetin ($\beta = .441$; $p < .005$) ve çevrimiçi satın almaya yönelik tutumun ($\beta = -.189$; $p < .005$) tekrar satın alma niyeti üzerinde olumlu etkisi olduğunu tespit etmiştir. Araştırmada memnuniyetin tutumu etkilediği ve bu nedenle tutumların tekrar satın alma niyetleri üzerinde etkili olduğu saptanmıştır. Chiu

vd. (2010), araştırmalarında memnuniyetin (ß = 0.54) aşinalıktan (ß = 0.19) daha güçlü bir alışkanlık yordayıcısı olduğunu tespit etmişler. Bu araştırmanın sonuçları, memnuniyetin tekrar satın alma niyeti üzerinde anlamlı bir etkiye sahip olduğunu göstermektedir. Düger ve Kahraman (2017), müşteri memnuniyetinin tekrar satın alma niyeti üzerinde olumlu etkisi olduğunu saptamışlar (β=0,368; t değeri=5,505; p<0,01).

3.Yöntem

Araştırma keşifsel bir nitelik taşımaktadır. Araştırma nitel veri toplama araçlarından yarı yapılandırılmış görüşme tekniği ile gerçekleştirilmiştir. Veriler, tatil rezervasyon sitelerinden tatil satın almış tüketicilerden toplanmıştır. Katılımcılar, görüşmeye katılmaya gönüllü olanlar arasından amaçlı örnekleme tekniğiyle belirlenmiştir Araştırmada tatil rezervasyon sitelerinden tatil satın almış toplam 15 kişi ile görüşülmüştür. Yarı yapılandırılmış görüşme 01 Haziran – 5 Haziran 2023 tarihlerinde yapılmıştır. Görüşmeler sonucunda elde edilen veriler betimsel analiz yöntemiyle analiz edilmiştir. Analizin ilk aşamasında görüşmecilerin sorulara verdikleri cevaplar ayrı ayrı okunarak kodlamalar yapılmıştır. Yapılan bu kodlamalardan hareket edilerek kodlar ortak ifadelere göre düzenlenmiştir. Bu şekilde katılımcıların görüşleri arasındaki benzerlikler ve farklılıklar ortaya konulmaya çalışılmıştır. Son olarak da veriler düzenlemelere göre bulgulara dönüştürülmüş ve yorumlanmıştır.

4. Bulgular

Araştırmaya katılan 15 kişinin 6'sı erkek, 9'u kadındır. Araştırmaya katılan en genç katılımcı 27 ve en yaşlı katılımcı 39 yaşındadır. Katılımcıların 5'i bekar, 10'u evlidir. Katılımcılardan bir kişi lise, dört kişi lisans, 2 kişi ön lisans ve sekiz kişi lisansüstü eğitim seviyesindedir. Katılımcıların mesleğine bakıldığında, biri ev hanımı, biri bankacı, biri kamu çalışanı, biri Migros müdür yardımcısı, biri öğretmen, ikisi muhasebe elemanı, ikisi resepsiyonist, ikisi özel sektör çalışanı ve üçü akademisyendir. 15 kişiden biri çalışmadığını ifade etmiştir. Katılımcıların gelirlerinin ortalamasına bakıldığında ise ortalama gelir 14.385'tir.

Katılımcılara *"Dinamik fiyatlandırma, fiyatların zaman içinde, tüketiciler arasında veya mal/hizmet paketleri arasında değiştiği bir fiyatlandırma stratejisi olarak tanımlanmaktadır. Müşteriler ve işletmeler açısından bu uygulamayı nasıl değerlendiriyorsunuz?"* sorusu sorulduğunda 9 katılımcı müşteri ve işletme için olumlu gördüğünü, 2 katılımcı müşteri için olumsuz gördüğünü, işletme için olumlu gördüğünü, 4 katılımcı müşteri ve işletme için olumsuz gördüğünü ifade etmiştir.

Katılımcılara *"Ürünlerin fiyatlandırılmasının tüketiciye göre yapılması/kişiselleştirilmesi hakkında düşünceleriniz nelerdir? Doğru buluyor musunuz?"* sorusu sorulduğunda 10 katılımcı doğru bulduğunu, 4 katılımcı doğru bulmadığını, 1 katılımcı ise kararsız olduğunu ifade etmiştir.

Katılımcılara *"Fiyatların zamana ve talebe göre kişiselleştirilmesi hakkında düşünceleriniz nelerdir?"* sorusu sorulduğunda 7 katılımcı doğru bulduğunu, 1 katılımcı doğru bulduğunu ve talep yönetimi açısından çözüm olarak gördüğünü, 1 katılımcı ise zamana göre değişimini doğru bulduğunu, talebe göre doğru bulmadığını, 6 katılımcı ise genel olarak bu uygulamaları doğru bulmadığını, bunlardan biri fırsatçılık olarak gördüğünü, biri fiyatların enflasyona göre düzenlenmesi gerektiğini, biri ise bu fiyat değişimlerinin müşteriler üzerinde karmaşıklık hissi yaratacağını ve dengenin kurulması gerektiğini ifade etmiştir.

Katılımcılara *"Tatil sitelerinde bazı dönemlerde aynı otel için farklı fiyatların olduğunu görürüz. Size göre aynı otelde kaldığınız bir müşteriden daha az veya daha fazla ödeme*

yapmanız adil bir fiyatlandırma mıdır? Bu konuda düşünceleriniz nelerdir?" sorusu sorulduğunda ise 8 katılımcının adil gördüğü ifade edilmiştir. Bunlardan 5'i fiyatlarda farklılıklar olmasını fiyat adaleti açısından olumsuz algılamamakta ve sadakat programları çerçevesinde bu uygulamaların normal olacağını ifade etmekte, 2 katılımcı adil görmenin yanı sıra daha fazla ödeme yapmanın kendisini mutsuz edeceğini ifade etmekte, 1'i ise sadakat programları çerçevesinde adil bir yaklaşım olduğunu ancak aynı şartlarda hizmet alımı yapıldığında herhangi bir farklılığın olmaması gerektiğini ifade etmektedir. 7 katılımcı farklı fiyat uygulamalarını adil görmezken bunlardan 4'ü uygulamanın tamamen adaletsiz olduğunu ifade etmekte, 3'si aynı şartlarda kalınıyorsa adil görmemektedir.

Katılımcılara *"Adil fiyatlandırma size göre nedir? Nasıl tanımlarsınız?"* sorusu sorulduğunda 2 katılımcı dinamik fiyatlandırma uygulamasının adaletli bir fiyatlandırma uygulaması olduğunu ifade ederken 2 katılımcı ekonomik koşullara göre fiyatlandırma yapılması gerektiğini ifade etmiştir. 3 katılımcı ortalama değerde, makul ve beklentiyi karşılayan bir fiyatlandırmanın adil olacağını ifade etmiştir. Katılımcılardan 2'si haksızlığa uğramadıklarını hissetmelerinin fiyatı adaletli algılamalarını sağlayacağını ifade etmiş, 1 katılımcı herkesin aynı mal veya hizmete aynı fiyatı ödemesinin adaletli olacağını söylemiştir. 1 katılımcı ise fiyat adaleti açısından aynı hizmet için uygulanacak farklı fiyat düzeyleri arasında makas aralığı olmaması gerektiğini belirtmiştir. Bunu destekler nitelikte 4 katılımcı mal/hizmetin ederine göre fiyatlandırma yapılması gerektiğini söylemiştir.

Katılımcılara *"Tatil paketi satın aldığınız bir rezervasyon sitesindeki fiyatları adil algılamanız tekrar satın alma niyetinize ne ölçüde etki eder?"* sorusu yöneltildiğinde, genel olarak tüm katılımcılar fiyat adalet algısının tekrar satın alma niyeti ve davranışı ortaya çıkaracağını ifade etmişlerdir. 1 katılımcı fiyatları adaletli olarak algıladığında tekrar satın almanın yanı sıra siteyi başkalarına da önereceğini ifade etmiş, 2 katılımcı ise sürekli aynı siteden alışveriş yapacağını belirtmiştir. Bunun yanı sıra 2 katılımcı ise yine de diğer alternatiflere de bakacaklarını ifade etmiştir.

Katılımcılar *"Daha önce kullandığınız rezervasyon sitesinde dinamik fiyatlandırma yapılıyor olmasının yeniden aynı siteden rezervasyon yapmanızda nasıl bir etkisi olur?"* sorusuna karşılık, 9 katılımcı olumlu etki edeceğini ifade etmiştir. Bunlardan 2'si fiyatların makul olması durumunda olumlu etkinin oluşacağını söylerken 1'i dinamik fiyatlandırma yapılıyor olmasının siteyi yeniden ziyaret etmeye ve yeniden satın almaya teşvik edeceğini, 3'ü de olumlu etki etmenin yanı sıra kendilerinde avantajlı fiyatı yakalama isteği uyandıracağını, dolayısıyla hızlı karar almaya ve erken rezervasyon yapmaya teşvik edeceğini belirtmişlerdir. 1 katılımcı dinamik fiyatlandırma yapılıyor olmasının yeniden aynı site üzerinden rezervasyon yapma kararı üzerinde herhangi bir etkisinin olmayacağını ifade ederken, 5 katılımcı fiyatlardaki tutarsızlığın olumsuz bir algı yaratacağını ve bu duruma karşı önyargılı bir yaklaşımlarının olabileceğini ifade ederek diğer seçenekleri dikkatlice karşılaştıracaklarını belirtmişlerdir.

Katılımcılara *"Tatil paketi satın aldığınız bir rezervasyon sitesinden tekrar satın almanızı sağlayacak başlıca nedenler nelerdir?"* soru sorulduğunda Tablo 1'deki faktörler cevap olarak verilmiştir.

Tablo 1. Tatil Paketi Satın Alınan Bir Rezervasyon Sitesinden Tekrar Satın Almayı Sağlayacak Başlıca Faktörler

Katılımcı Sayısı	**Faktörler**
6 katılımcı	Fiyat Adaleti

6 katılımcı	Hizmet Kalitesi
5 katılımcı	Güvenilirlik
5 katılımcı	Güvenli Ödeme Koşulları
5 katılımcı	Donanımlı ve Etkili Web Sayfası (Detaylı Bilgi İçermesi, Tüm Otel Seçeneklerini İçermesi, Karşılaştırma Özelliğinin Bulunması)
4 katılımcı	Avantajlı Fiyatlar (Promosyon, İndirim, Avantajlı Hizmet Paketleri,
4 katılımcı	Fiyat Uygunluğu
4 katılımcı	Müşteri Odaklılık
3 katılımcı	Ödeme Kolaylığı (Avantajlı Ödeme Seçenekleri)
2 katılımcı	İade ve İptal Koşulları

Tablo 1'de de görüleceği üzere tatil paketi satın alınan bir rezervasyon sitesinden tekrar satın almayı sağlayacak başlıca nedenler fiyat adaleti ve hizmet kalitesidir.

5. Sonuç ve Öneriler

Yapılan araştırma, dinamik fiyatlandırmada fiyat adalet algısının tekrar satın alma niyetine etkisini analiz etmeyi amaçlamaktadır. Araştırma verilerini toplamak için tatil rezervasyon sitelerinden tatil satın almış 15 kişi ile görüşme yapılmıştır. Görüşme yapılan 15 kişinin demografik özellikleri birbirinden farklılık göstermektedir.

Araştırmanın amacı doğrultusunda görüşme yapılan kişilere 8 adet açık uçlu soru sorulmuştur. Görüşmeler neticesinde ilk soruda dinamik fiyatlandırmayı 9 katılımcının müşteri ve işletme için olumlu gördüğü, 2 katılımcının müşteri için olumsuz gördüğü, işletme için olumlu gördüğü (Uygulamanın müşteriler için de aslında karlı olabileceğinin öğretilmesi, buna yönelik pazarlama iletişimi faaliyetlerinin yapılması, indirim dönemlerini değerlendirebilmeleri için özellikle mevcut müşterilere kişiselleştirilmiş mesajların ya da kişisel satış çabalarının yönlendirilmesi etkili olabilir), 4 katılımcının müşteri ve işletme için olumsuz gördüğü (uygulamanın daha iyi anlaşılabilmesi, avantajlarının vurgulanması açısından mevcut ve potansiyel müşteriler ile karşılıklı ilişkilerin kurulması etken olabilir) tespit edilmiştir.

İkinci soruda görüşmecilerin ürünlerin fiyatlandırılmasının tüketiciye göre yapılması/kişiselleştirilmesini doğru bulup bulmadığı öğrenilmeye çalışılmıştır. Buna ilişkin 10 katılımcının doğru bulduğu (İlk ifadede 9 katılımcı uygulamaya olumlu bakıyor 2'si müşteri için olumsuz işletme için olumlu bakıyordu. Burada olumsuz bakanlardan 1'i olumluya dönmüş. Bu da aslında uygulamaya yönelik bilgi eksikliği ya da ön yargıların olabileceği sonucunu ortaya çıkarıyor. Uygulama anlatıldığında algıların olumluya dönüşebileceğine işaret ediyor. Dolayısıyla dinamik fiyatlandırmanın hem tüketici hem müşteri açısından faydalarının doğru aktarılması için bir takım iletişim çabaları yürütülebilir, uygulamadan daha etkili olarak faydalanmaları sağlanarak fiyat adalet algısı olumlu yönde desteklenebilir) 4 katılımcının doğru bulmadığı (ilk ifade ile tutarlı), 1 katılımcının ise kararsız olduğu (olumsuzdan kararsıza dönmesi etkili pazarlama iletişimi çabaları ile fiyat adalet algısının olumlu yönde desteklenebileceğini göstermektedir) saptanmıştır. Kuzay (2018) araştırmasında dinamik fiyatlandırmanın, günümüzde müşterinin algıladığı değere büyük bir etkisi olmadığını, Neubert

(2022) ise araştırmasında tüketicilerin dinamik fiyatlandırmaya bakışlarının sektöre, kaynakların mevcudiyetine ve kişisel koşullara bağlı olduğunu tespit etmiştir.

Üçüncü soruda katılımcıların fiyatların zamana ve talebe göre kişiselleştirilmesi hakkında düşünceleri öğrenilmeye çalışılmıştır. Buna ilişkin 7 katılımcının fiyatların zamana ve talebe göre kişiselleştirilmesini doğru bulduğu, 1 katılımcının doğru bulduğu ve talep yönetimi açısından çözüm olarak gördüğü, 1 katılımcının ise zamana göre değişimini doğru bulduğu, talebe göre doğru bulmadığı, 6 katılımcının ise genel olarak bu uygulamaları doğru bulmadığı tespit edilmiştir. Genel olarak uygulamaları doğru bulmadığını ifade eden katılımcılardan 1'i fırsatçılık olarak gördüğünü, 1'i fiyatların enflasyona göre düzenlenmesi gerektiğini diğeri ise bu fiyat değişimlerinin müşteriler üzerinde karmaşıklık hissi yaratacağını ve dengenin kurulması gerektiğini ifade etmiştir. Burada ön plana çıkan olumsuz algıların temelini fiyat adaleti konusunda yaşadıkları tereddütler oluşturmaktadır. Olumsuz algıların ortaya çıkmasında en önemli etken, dinamik fiyatlandırmanın avantajlarından haber olamamak, yeterli ve zamanında bilgi edinememekten dolayı diğer müşterilere göre aynı hizmeti daha yüksek fiyattan almış olma durumuna yönelik kaygıdır. Dinamik fiyatlandırma müşteriler için de birçok avantaj sunmaktadır. Özellikle indirim dönemlerinde müşterilerin haberdar edilmesi, uygulanacak sadakat programları ile aidiyetin oluşturulması, böylece bu avantajlardan yararlanabilmelerinin desteklenmesi mevcut olumsuz algıların ortadan kaldırılması için etkili olabilecektir. Sözer (2019) araştırmasında dinamik fiyatlandırma uygulamalarındaki indirim tekliflerinin satın alma niyetleri üzerinde anlamlı düzeyde pozitif doğrudan etkisi olduğunu tespit etmiş ($R2 = 0,583$, $F(3;672) = 313$, $p<0,001$). Araştırmada indirim seviyesi daha yüksek olduğunda, indirim yapılmayan durumlara kıyasla satın alma niyeti üzerinde anlamlı ve daha yüksek pozitif doğrudan etkiye yol açtığı saptanmıştır ($B= 1.114$, $p<0.001$).

Dördüncü soruda katılımcıların 'Aynı otelde kaldığınız bir müşteriden daha az veya daha fazla ödeme yapmanız adil bir fiyatlandırma mıdır?' sorusuna ilişkin görüşleri öğrenilmeye çalışılmıştır. Buna ilişkin 8 katılımcının adil gördüğü saptanmıştır. Bunlardan 5'i fiyatlarda farklılıklar olmasını fiyat adaleti açısından olumsuz algılamamakta ve sadakat programları çerçevesinde bu uygulamaların normal olacağını ifade etmekte, 2 katılımcı adil görmenin yanı sıra daha fazla ödeme yapmanın kendisini mutsuz edeceğini ifade etmekte, 1'i ise sadakat programları çerçevesinde adil bir yaklaşım olduğunu ancak aynı şartlarda hizmet alımı yapıldığında herhangi bir farklılığın olmaması gerektiğini ifade etmektedir. 7 katılımcı farklı fiyat uygulamalarını adil görmezken bunlardan 4'ü uygulamanın tamamen adaletsiz olduğunu ifade etmekte, 3'si aynı şartlarda kalınıyorsa adil görmemektedir. Burada, fiyat adalet algısını olumsuz etkileyen etmen ise koşulların farklılığının müşteri tarafından doğru algılanıp algılanmadığıdır. Bu da sadakat programları içerisinde ya da talep yönetimi açısından dinamik fiyatlandırma uygulanırken fiyat değişimlerinin nedenlerinin müşteriye detaylı ve çok doğru aktarılması gerektiğini göstermektedir. Karslı (2019) araştırmasında katılımcılar aynı hizmet için farklı fiyat ödediklerinde, düşük fiyatı kazanç ve yüksek fiyatı kayıp olarak algılamaktadırlar sonucuna ulaşmıştır. Kolsuz (2021) araştırmasında dinamik fiyatlandırma ile fiyat adaleti algısı arasında ($r=.621$, $p<0.01$) istatistiksel açıdan anlamlı ve pozitif bir ilişki tespit etmiştir.

Beşinci soruda katılımcıların adil fiyatlandırma tanımlamaları öğrenilmeye çalışılmıştır. Buna yönelik 2 katılımcı dinamik fiyatlandırma uygulamasının adaletli bir fiyatlandırma yöntemi olduğunu ifade ederken 2 katılımcı ekonomik koşullara göre fiyatlandırma yapılması gerektiğini ifade etmiştir. 3 katılımcı ortalama değerde, makul ve beklentiyi karşılayan bir fiyatlandırmanın adil olacağını ifade etmiştir. Katılımcılardan 2'si haksızlığa uğramadıklarını hissetmelerinin fiyatı adaletli algılamalarını sağlayacağını ifade etmiş, 1 katılımcı herkesin aynı mal veya hizmete aynı fiyatı ödemesinin adaletli olacağını söylemiştir. 1 katılımcı ise fiyat

adaleti açısından aynı hizmet için uygulanacak farklı fiyat düzeyleri arasında makas aralığı olmaması gerektiğini belirtmiştir. Bunu destekler nitelikte 4 katılımcı mal/hizmetin ederine göre fiyatlandırma yapılması gerektiğini söylemiştir. Fiyat adalet algısı açısından bakıldığında, genel olarak katılımcıların beklentisinin aynı mal ya da hizmete, aynı koşullarda daha fazla fiyat ödemek istemedikleri söylenebilir. Aynı zamanda koşullar farklılaştığında uygulanacak farklı fiyat uygulamalarında fiyat aralıklarının çok fazla olmaması dinamik fiyatlandırma uygulamalarının daha adaletli algılanmasını sağlayacaktır.

Altıncı soruda katılımcıların "Tatil paketi satın aldığınız bir rezervasyon sitesindeki fiyatları adil algılamanız tekrar satın alma niyetinize ne ölçüde etki eder?" sorusuna ilişkin görüşleri öğrenilmeye çalışılmıştır. Buna yönelik genel olarak tüm katılımcılar fiyat adalet algısının tekrar satın alma niyeti ve davranışı ortaya çıkaracağını ifade etmişlerdir. 1 katılımcı fiyatları adaletli olarak algıladığında tekrar satın almanın yanı sıra siteyi başkalarına da önereceğini ifade etmiş, 2 katılımcı ise sürekli aynı siteden alışveriş yapacağını belirtmiştir. Bunun yanı sıra 2 katılımcı ise yine de diğer alternatiflere de bakacaklarını ifade etmiştir. Fiyat adalet algısının yeniden satın alma niyeti üzerinde güçlü bir etkisi olduğu, hatta müşteri sadakati yarattığı ve tavsiye etme davranışı ortaya çıkardığı söylenebilir. Benzer bulgular, Mammadli (2017) araştırmasında da ortaya çıkmıştır. Araştırmada, tekrar satın alma niyeti ile fiyat adalet algısı arasında ilişki gözlemlemiştir ($F= 141.326$ $p=0.000$). Sonuç olarak araştırmada, fiyat adalet algısının yüksek olduğu durumda, tekrar satın alma niyetinin de yüksek olduğu sonucuna ulaşılmıştır. Goh vd. (2016) araştırmalarında fiyat adaletinin ($\beta = 0,375$, $t = 2,837$, $P = 0,005$) tüketicinin tekrar satın alma niyetini önemli ölçüde etkilediğini tespit etmişlerdir. Lee vd. (2011) araştırmalarında, fiyat adaletinin tekrar satın alma niyeti üzerinde olumlu bir etkiye sahip olduğu ($\beta= 0.73$, $p< 0.001$) sonucuna ulaşmışlardır. Literatürdeki araştırmalar ile yapılan araştırmanın sonucu desteklenmektedir. Buradan hareketle araştırmanın amacına yönelik olarak fiyat adalet algısının tekrar satın alma niyetini etkilediği ortaya konmuştur.

Yedinci soruda katılımcıların "Daha önce kullandığınız rezervasyon sitesinde dinamik fiyatlandırma yapılıyor olmasının yeniden aynı siteden rezervasyon yapmanızda nasıl bir etkisi olur ?" sorusuna ilişkin görüşleri öğrenilmeye çalışılmıştır. Buna yönelik 9 katılımcı olumlu etki edeceğini ifade etmiştir. Bunlardan 2'si fiyatların makul olması durumunda olumlu etkinin oluşacağını söylerken 1'i dinamik fiyatlandırma yapılıyor olmasının siteyi yeniden ziyaret etmeye ve yeniden satın almaya teşvik edeceğini, 3'ü de olumlu etki etmenin yanı sıra kendilerinde avantajlı fiyatı yakalama isteği uyandıracağını, dolayısıyla hızlı karar almaya ve erken rezervasyon yapmaya teşvik edeceğini belirtmişlerdir. 1 katılımcı dinamik fiyatlandırma yapılıyor olmasının yeniden aynı site üzerinden rezervasyon yapma kararı üzerinde herhangi bir etkisinin olmayacağını ifade ederken, 5 katılımcı fiyatlardaki tutarsızlığın olumsuz bir algı yaratacağını ve bu duruma karşı önyargılı bir yaklaşımlarının olabileceğini ifade ederek diğer seçenekleri dikkatlice karşılaştıracaklarını belirtmişlerdir. Burada yeniden satın alma niyetinin oluşmasında fiyat adalet algısı belirleyici bir aracı rol üstlenmektedir. Dinamik fiyatlandırma stratejisi ile uygulanacak farklı fiyat düzeylerinin adaletli olarak algılanması, yeniden satın alma niyeti ve davranışının oluşmasında etken olacaktır. Santos, Mayer ve Marques (2020) araştırmasında, dinamik fiyatlandırmaya ilişkin tüketici algılarının statik olmadığını ve bu nedenle sunuldukları bağlama göre değişiklikler gösterdiğini tespit etmiştir. Victor ve Bhaskar (2017) araştırmalarında, dinamik fiyatlandırmanın tüketicilerin memnuniyet düzeyi ($t=-4,5908$, $p<0.005$) ve gelecekteki satın alma istekleri ($t = 2,3193$, $p<0.005$) üzerinde bir etkisi olduğu sonucuna ulaşmışlardır.

Son soruda katılımcıların tatil paketi satın aldıkları bir rezervasyon sitesinden tekrar satın almalarını sağlayacak başlıca faktörlerin neler olduğu öğrenilmeye çalışılmış. Katılımcılar tatil paketi satın aldıkları bir rezervasyon sitesinden tekrar satın almalarını sağlayacak başlıca 10

faktör öne sürmüşlerdir. Buna ilişkin tekrar satın alma kararı üzerinde en büyük belirleyici faktör fiyat adaleti ve hizmet kalitesi olarak tespit edilmiş. En büyük etkiye sahip diğer faktörler ise sırasıyla; güvenilirlik, güvenli ödeme koşulları, sitenin donanımlı ve etkili olması, avantajlı fiyatlar, fiyat uygunluğu, müşteri odaklılık, ödeme kolaylığı, iade ve iptal koşulları olarak saptanmıştır. Bu sonuçtan hareketle tekrar satın alma karında fiyat adaleti ve hizmet kalitesinin önemli olduğu ve tatil rezervasyon sitelerinin bunları dikkate alması gerektiği sonucuna ulaşılabilir.

Bu araştırmanın sonuçları doğrultusunda şu önerilerde bulunulabilir;

- ✓ Dinamik fiyatlandırma uygulamalarının müşteriler ve işletmeler için aslında karlı bir uygulama olabileceği öğretilebilir ve buna yönelik pazarlama iletişimi faaliyetleri gerçekleştirilebilir.
- ✓ Dinamik fiyatlandırma uygulamalarının daha iyi anlaşılabilmesi, avantajlarının vurgulanması açısından mevcut ve potansiyel müşteriler ile karşılıklı ilişkiler kurulabilir.
- ✓ Görüşmeler sırasında katılımcıların dinamik fiyatlandırmayı başlangıçta pek anlamadıkları ancak konuşuldukça katılımcıların dinamik fiyatlandırmayı anlamaya başlayarak olumlu cevaplar verdikleri görülmüştür. Bu durum aslında uygulamaya yönelik bilgi eksikliği olduğu sonucunu ortaya çıkarmakta ve uygulama detaylıca anlatıldığında, algıların olumluya dönüşebileceğine işaret etmektedir. Bu sonuçtan hareketle dinamik fiyatlandırmayla ilgili doğru bilgi aktarılması için bir takım iletişim çabaları yürütülebilir.
- ✓ İndirim dönemlerini değerlendirebilmeleri için mevcut ve potansiyel müşterilere kişiselleştirilmiş mesajlar gönderilebilir.
- ✓ Dinamik fiyatlandırmanın hem tüketici hem müşteri açısından faydalarının doğru aktarılması için bir takım iletişim çabaları yürütülebilir, müşterilerin uygulamadan daha etkili olarak faydalanmaları sağlanarak fiyat adalet algıları olumlu yönde desteklenebilir.
- ✓ Dinamik fiyatlandırmanın adalet yaklaşımı korunarak fiyat adalet algısının olumlu olması için sadakat programları sisteme entegre edilebilir.
- ✓ Araştırmada dinamik fiyatlandırmada fiyat adalet algısının tekrar satın alma niyetini etkilediği tespit edilmiş. Buna ilişkin dinamik fiyatlandırma stratejisi ile uygulanacak farklı fiyat politikalarının adaletli olarak algılanması sağlanarak yeniden satın alma niyeti ve davranışının oluşması sağlanabilir.
- ✓ Araştırmada müşterilerin tatil paketi satın aldıkları bir rezervasyon sitesinden tekrar satın almalarını sağlayacak başlıca faktörlerin fiyat adaleti ve hizmet kalitesi olduğu görülmüş. Buna yönelik olarak gerekli düzenlemeler yapılabilir.

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Sürdürülebilir Turizm Üzerine Bir Literatür Taraması

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ÖZET

Sanayi Devrimi sonrasında ortaya çıkan küreselleşme ile birlikte ülkeler büyümeye yönelik adımlar atmıştır. Atılan adımlar sonucu üretim ve tüketim anlayışı arasında birtakım dengesizlikler ortaya çıkmıştır. Bu dengesizliklerin sebebi tüketim ve üretim oranının paralellik göstermemesidir. Tüketimde zamanla birlikte artışlar meydana gelmiştir. Ancak, tüketimde artış yaşanırken tüketilenin yerine yenisi o kadar hızlı üretilmemiştir. Tüketimdeki artışların ilerleyerek devam etmesi toplumun sürdürülebilirlikle ilgili endişe duymasına yol açmıştır. Sürdürülebilirlik, ekosistemin ve toplumun ya da daha genel olarak devam eden herhangi bir sistemin temel kaynaklarını tüketmeden kendini idame ettirebilmesi durumu olarak tanımlanmaktadır. Sürdürülebilirlik her sektör için olduğu gibi turizm sektörü için de önem arz etmektedir. Turizm, kaynak yoğun bir endüstri olarak kabul edilmekte ve dünyanın en büyük endüstrilerinden biri olarak kabul edilmektedir. Turizm faaliyetleri sosyo-kültürel, ekolojik, politik ve ekonomik çevre ile yakın ilişki içerisindedir. Bu nedenle hem yerel hem de küresel ölçekte sürdürülebilirlik açısından turizmin hesap verebilir olması gerekmektedir. Bu araştırmada sürdürülebilirlikle ilgili turizm alanında farkındalık oluşturmak hedeflenmiştir. Araştırmada sürdürülebilirlik ve sürdürülebilir turizm kavramları detaylı olarak incelenmekte, sürdürülebilir turizmin önemi kapsamlı bir şekilde ele alınmaktadır. Çalışmada, Türkiye için sürdürülebilir turizmin neden ve nasıl geliştirilmesi gerektiğine yönelik örnek yaklaşımlar tanımlanmaya çalışılmıştır.
Anahtar Kelimeler: Sürdürülebilirlik, Sürdürülebilir Turizm, Turizm Endüstrisi, Tüketim.

A Literature Review on Sustainable Tourism

ABSTRACT

With the globalization that emerged after the Industrial Revolution, countries took steps towards growth. As a result of the steps taken, some imbalances have emerged between the understanding of production and consumption. The reason for these imbalances is that the consumption and production rates do not show parallelism. Consumption has increased over time. However, while there was an increase in consumption, a new one was not produced so quickly to replace the consumed one. The progressive increase in consumption has caused the society to be concerned about sustainability. Sustainability is defined as the state of being able to sustain itself without depleting the essential resources of the ecosystem and society, or more generally of any ongoing system. Sustainability is important for the tourism sector as it is for every sector. Tourism is considered a resource-intensive industry and is considered one of the largest industries in the world. Tourism activities are in close relationship with the socio-cultural, ecological, political and economic environment. For this reason, tourism must be accountable in terms of sustainability on both a local and global scale. In this research, it is aimed to raise awareness in the field of tourism related to sustainability. In the research, the concepts of sustainability and sustainable tourism are examined in detail, and the importance of sustainable tourism is discussed comprehensively. In the study, exemplary approaches to why and how sustainable tourism should be developed for Turkey have been tried to be defined.
Keywords: Sustainability, Sustainable Tourism, Tourism Industry, Consumption.

1. Giriş

Turizm, ekonomik kalkınmaya katkıda bulunan, kişisel ve milli geliri artıran birçok alanda çok sayıda iş imkânı yaratmaya yardımcı olan önemli bir endüstri alanıdır (Hunter, 2002: 9; Tachir ve Alalı, 2023: 63). Seyahat ve turizm sektörü, 2019 yılında küresel GSYİH' ya %10,3 katkıda bulunmuş; salgına yönelik devam eden kısıtlamalar nedeniyle 2020'de bu oran %5,3'e düşmüş; 2021'de %6,1'e yükselmiştir. 2020'de yaklaşık 4,9 trilyon ABD Doları kaybın (-%50,4 düşüş) ardından, Seyahat ve turizmin GSYİH' ya katkısı 2021'de 1 trilyon ABD Doları artmıştır (+%21,7 artış) (WTTC, 2022). Turizm, küresel düzeyde ana sektörlerden biri olarak kabul edilmektedir (Baltezarević vd., 2022: 125). Ancak turizm düzensiz ve disiplinsiz planlandığında gelecek nesillerin çevresel kaynaklarını tehdit ederek çevreyi ve doğal kaynakları olumsuz etkilemektedir. Bu nedenle, sürdürülebilir bir turizm gelişimine ihtiyaç vardır (Karakaş ve Türkseven, 2022: 346; Tachir ve Alalı, 2023: 63). Turizmde sürdürülebilirliğin sağlanabilmesinden yola çıkarak sürdürülebilir turizm kavramı ortaya çıkmıştır.

Dünya Turizm Örgütü, sürdürülebilir turizmi "mevcut ve gelecekteki ekonomik, sosyal ve çevresel etkileri tam olarak göz önüne alan, ziyaretçilerin, endüstrinin, çevrenin ve ev sahibi toplulukların ihtiyaçlarına hitap eden turizm" olarak ifade etmektedir (UNWTO, 2022). Turizm endüstrisinin sürdürülebilir olabilmesi için kültür, doğa, çevre, tarih, folklor gibi vazgeçilmez unsurların koruması ve geliştirmesi gerekir. Bu sayede kaynaklar korunabilir ve gelecek nesillere aktarılabilir (Çalan, 2014: 2). Kaynakların korunup geliştirilerek gelecek nesillere aktarılabilmesi açısından sürdürülebilir turizm önem arz etmektedir. Bu bağlamda araştırmanın amacı, sürdürülebilirlikle ilgili turizm alanında farkındalık oluşturmaktır.

2. Sürdürülebilirlik Kavramı

İnsanlar tarih boyunca doğal çevreyle iç içe yaşam sürmüştür. Ayrıca, doğaya kendi istek ve beklentilerine göre yön vermiştir. Ancak doğal çevrenin kontrolsüz kullanılması tahribatlara yol açamaya başlamıştır. Bu tahribatların oluşmaya başlamasıyla insanlar önlem alma gereksinimi hissetmiştir. Çünkü tek bir doğal çevre vardır ve bunun yok olması insanlığın yok olması demektir (Kılıç, 2020: 4). Buradan hareketle ekonomik refahı teşvik eden, ekolojik sistemlerin bütünlüğüne saygı duyan ve sosyal olarak eşitlikçi topluluklar yaratılacak bir şekilde gelişme ihtiyacı sürdürülebilirliği gündeme getirmiştir (Ferreira, 2023: 433). Sürdürülebilirlik kavramı; toplumun sosyal, kültürel, bilimsel, doğal ve insan kaynaklarının tümünün dikkatli bir şekilde kullanılmasını gerektiren ve buna saygı duyma temelinde sosyal bir bakış oluşturan katılımcı bir süreç olarak tanımlanmaktadır (Tıraş, 2012: 59). Sürdürülebilirlik, bugünün ihtiyaçlarını, gelecek nesillerin kendi ihtiyaçlarını karşılama yeteneğinden ödün vermeden karşılamak anlamına da gelmektedir (Harris, 2003: 1). Daha genel ve geniş bir perspektiften bakıldığında sürdürülebilirlik, bir şeyin kendisini muhafaza edebilmesi, koruyabilmesi, varlığını devam ettirebilme becerisi ve yeteneğine denk gelmektedir. Buradan hareketle bir mal, bir faaliyet veya herhangi bir şey sürdürülebilir ise ilgili olan şey tekrar kullanılabilir veya yeniden dönüştürülebilir (Şen vd., 2018: 5). Başka bir deyişle sürdürülebilirlik, yaşam koşullarını sonsuza kadar geliştirmek ve desteklemek için yaşam tarzımızı değiştirme ihtiyacıdır. Bu durum da ancak kişisel veya toplumsal ihtiyaçlar ile doğal kaynakların kapasitesi arasında bir denge bulmakla mümkündür (Tüzün, 2021: 7). Daha genel anlamda sürdürülebilirlik kaynakların "dengeli" veya "akıllı" kullanımıdır (Pelit vd., 2015: 41). Lu ve Nepal'e (2009: 6) göre sürdürülebilirlik kavramı için dört temel ilke de dikkate alınmalıdır. Bunlar;

1. Bütüncül planlama ve strateji oluşturma fikri,
2. Temel ekolojik süreçleri korumanın önemi,
3. Hem kültürel mirası hem de biyolojik çeşitliliği koruma ihtiyacı,

4. Üretkenliğin gelecek nesiller için uzun vadede sürdürülebileceği fikrine dayalı kalkınma.

Hızlı bir yaşam sürme anlayışından kaynaklanan ve bu hızlılığın mevcut ekosistemde zararlara yol açmasına önlem olarak meydana çıkan sürdürülebilirlik yaklaşımı, doğa-çevre-insan bağlamında etkisi olan entegre bir kavramdır (Çokal vd., 2020: 205). Sürdürülebilirlik yaklaşımı, küresel ölçekte tartışılmaya başlanan, iklim değişikliği, çevre kirliliği, karbon salınımının artması, kaynakların tükenmesi, biyoçeşitliliğin kaybı, suyun kirlenmesi ve su kaynaklarının tahribi gibi dünyanın temel sorunlarının çözümü haline gelmiştir (Tüzün, 2021: 6). Sürdürülebilirlik yaklaşımında temel amaç mevcut kaynakları koruyarak gelecek nesillere aktarmaktır. Bu aktarımın yapılması için de sosyal, ekolojik, ekonomik, politik ve çevresel yaklaşımların işbirliği içinde olması gerekmektedir (Çokal vd., 2020: 205). Doğal çevrenin büyümeye sınırlar koyduğu ve bu sınırların aşılması durumunda toplumsal olarak sıkıntıların yaşanabileceği bilinci, sürdürülebilirliğin gelişme sürecine giden ilk adımlardan biri olmuştur (Postma vd., 2017: 14).

2. 1. Sürdürülebilirliğin Gelişme Süreci

Dünyanın sürdürülebilirliğini sağlamak için mevcut kaynakların etkin ve doğru kullanımı büyük önem arz etmektedir. Diğer yandan, tarih boyunca insanoğlu bireysel çıkarları için toprak ve su gibi doğal kaynakları kontrolsüzce kullanmış, endüstrileşmenin bir sonucu olarak da doğanın dengesini bozmuştur. Dünya üzerinde yaşayan tüm canlılar için bu durum yaşamı tehdit eder boyutlara ulaşmıştır. Artan bu kirlilik, kaynak kıtlığı ve tehditler neticesinde insanoğlu çözüm arayışlarına girmiş ve sürdürülebilirlik kavramı ortaya çıkmıştır (Kılıç, 2020: 5; Trišić vd., 2023: 1). Sürdürülebilirlik kavramı ilk olarak birkaç yüz yıl önce bir Alman ormancı Hans Carl von Carlowitz tarafından 1712 tarihli Sylvicultura Oekonomika adlı metinde, ormanların uzun vadede nasıl yönetilmesi gerektiğini belirtmek için ortaya atılmıştır. Bununla birlikte, kavram 1980'lere kadar çok geniş bir geçerlilik kazanmamıştır (Scoones, 2007: 590). 1980'lerden itibaren, özellikle 1992'de Rio'da düzenlenen Birleşmiş Milletler Çevre ve Kalkınma Konferansı'nda (UNCED), 172 katılımcı hükümetin tümü, sürdürülebilir kalkınma ve küresel sürdürülebilirliğin önemi üzerine kapsamlı bir küresel anlaşma imzalayarak, Gündem 21 sürdürülebilir kalkınma planını benimsemeye karar vermiştir (Rahman vd., 2022: 22). 1994 yılına gelindiğinde ise Elkington, iş sektörüne sürdürülebilirliği tanıtmıştır. Ayrıca sürdürülebilir bir ekonomi inşa etmek isteyen herkesi çevresel, ekonomik ve sosyal bileşenlerin olduğu sürdürülebilirliğin "üçlü alt çizgisine" katmıştır. Yine 2015 yılında 193 BM üye ülkesinin tümü 2030 Gündemini kabul etmiştir (Turhan vd., 2018: 21; Napierała vd., 2022: 42).

2. 2. Sürdürülebilirliğin Boyutları

Sürdürülebilirlik kavramının tanımı geçmişten günümüze gelişerek daha geniş bir anlama ulaşmış ve bütüncül bir yaklaşıma sahip olmuştur. İnsanların yaşarken kaynakları yok etmeden hedefledikleri yaşamı sürdürmeleri önemlidir. Bu anlamda insanlar hem yaşamlarını sürdürmek zorundadırlar hem de çevre ile uyum içinde ve çevreye zarar vermeden, gerekli kaynak tüketim planlamasını yaparak ekonomilerini düzenlemelidir. Bu nedenle sürdürülebilirlik kavramı farklı boyutları kapsamaktadır. Birleşmiş Milletler Dünya Zirvesi'nde sürdürülebilirlik ekonomik, sosyal ve çevresel olmak üzere üç boyutta ele almıştır (Öztürk ve Eraydın, 2010: 113; Thukia vd., 2022: 372). İlk olarak ekonomik boyuta bakıldığında, işletmelerin ve ulusların kaynakları verimli kullanarak karlılıklarını artırmayı ve sürdürülebilir büyümeyi hedeflemeleri gerekmektedir. Dünya kaynakları sınırlı olup, ekonomik faaliyetlerin gerçekleştirilmesinde kaynakların dikkatli kullanılması ve gerektiğinde yenilenebilir kaynaklara yönelim sağlanması önemlidir. Ekonomik olarak sürdürülebilir bir sistem sürekli olarak mal ve hizmet üretebilmeli, yönetilebilir devlet ve dış borç seviyelerini sürdürebilmeli

ve tarımsal veya endüstriyel üretime zarar veren tehlikelerden kaçınabilmelidir (Harris, 2003: 1; Çalan, 2014: 11).

Sosyal sürdürülebilirlik boyutuna bakıldığında, ülkelerde uzun vadeli sosyal refahın sağlanması ve her bireyin yoksulluk sınırının üzerinde yaşama hakkına sahip olacak şekilde yönetilmesi gerekir. Sosyal olarak sürdürülebilir bir sistem, dağıtım ve fırsatta adaleti, sağlık ve eğitim dahil olmak üzere sosyal hizmetlerin yeterli şekilde dağıtılmasını, cinsiyet eşitliği ve katılımı sağlamalıdır (Nugraheni vd., 2019: 168-169). Genel hatlarıyla ele alındığında sosyal sürdürülebilirlik, yaşam için gerekli olan barınma, gıda temini, temiz suya erişim ve istihdam gibi ihtiyaçların karşılanmasını zorunlu kılmaktadır (Macbeth, 2005: 967; Tüzün, 2021: 10). Çevresel sürdürülebilirlik boyutuna bakıldığında ise, daha çok doğal kaynakların sürdürülebilirliği üzerinde durulmaktadır. Çevresel sürdürülebilirlik, toplumlarda doğal kaynakların bilinçli kullanımı konusunda farkındalık yaratılması ve aynı zamanda ekosistemin korunması açısından önemlidir (Dywer vd., 2009: 65). Çevresel olarak sürdürülebilir bir sistem, yenilenebilir kaynak sistemlerine yatırım yaparak çevrenin sürdürülebilirliğine katkıda bulunur. Çevresel sürdürülebilirlik, yaşam için uygun iklim ve atmosfer koşullarını sağlamalıdır. Ayrıca, biyolojik çeşitliliğin ve doğal kaynakların korunmasına yardımcı olmalıdır (Yeni, 2014: 192).

3. Sürdürülebilir Turizm

Turizm gelişimi ile ilgili olarak, hayati bir rol oynayan faktörlerden biri sürdürülebilirliktir. Sürdürülebilir turizm kavramı, sürdürülebilir kalkınmadan gelişmiş bir kavramdır (Streimikiene vd., 2021: 2). Sürdürülebilir kalkınmanın en yaygın olarak kullanılan tanımı, Brundtland Komisyonu tarafından 1987'de 'gelecek nesillerin kendi ihtiyaçlarını karşılama yeteneğinden ödün vermeden bugünün ihtiyaçlarını karşılama süreci' olarak formüle edilen tanımıdır (Kaya ve Smardon, 2001: 222; Yeni, 2014: 184). Sürdürülebilirlik kavramı literatürde ilk olarak ekonomik, çevresel ve sosyal faktörleri barındıran sürdürülebilir kalkınma kavramı ile gündeme gelmiştir. Ancak zaman içinde artan önemi ile sürdürülebilir pazarlama, sürdürülebilir tüketim, sürdürülebilir turizm, sürdürülebilir tedarik, sürdürülebilir işletme, sürdürülebilir yaşam gibi birçok alanda ortaya çıkarak eylemlerin sürdürülebilirliği açısından gerekli tedbirlerin alınması ve bu doğrultuda stratejilerin geliştirilmesi gerekliliğini vurgulayan bir anlam ifade etmeye başlamıştır (Barutçu ve Tomaş, 2013: 11). UNWTO, sürdürülebilir turizmi sosyo-kültürel perspektifle birlikte 'ziyaretçilerin, sektörün ve toplulukların ihtiyaçlarının yanı sıra şimdi ve gelecekteki çevresel, ekonomik ve sosyal etkileri dikkate alan turizm' olarak tanımlamaktadır (Yasarata vd., 2010: 346; Alkan, 2015: 6693; Baltezarević vd., 2022: 127). Sürdürülebilir turizmi tanımlarken Muller (1994), hedef durumun, hiçbir unsurun (öznel refah/çevresel/sağlıklı kültür/ziyaretçi memnuniyeti) baskın olmadığı dengeli turizm gelişimi olduğunu savunmaktadır (Muller, 1994'ten akt. Hardy ve Beeton, 2001: 171). Sürdürülebilir turizm, çevresel kaynakları uygun şekilde kullanmalı, toplulukların sosyo-kültürel özgünlüğüne saygı duymalı ve ekonomik faaliyetleri uzun vadede uygulayabilmelidir (Costa ve Pereira, 2022: 50). Birleşmiş Milletler Çevre Programı (UNEP) 12 başlık altında sürdürülebilir turizmin amaçlarını belirlemiştir. Sürdürülebilir turizmin on iki amacı şunlardır (UNEP, 2005: 18-19):

Tablo 1. Sürdürülebilir Turizmin On İki Amacı

1	**Ekonomik Canlılık**	Turizm destinasyonlarının ve işletmelerinin yaşayabilirliğini ve rekabet edebilirliğini sağlamak, böylece uzun vadede gelişmeye ve fayda sağlamaya devam edebilmelerine yardımcı olmak.
2	**Yerel Refah**	Yerel ziyaretçi harcamalarının oranı da dahil olmak üzere turizmin, ev sahibi destinasyonun ekonomik refahına katkısını en üst düzeye çıkarmak.
3	**İstihdam Kalitesi**	Cinsiyet, ırk, engellilik veya başka şekillerde ayrım gözetmeksizin işe alım yapmak.
4	**Sosyal Eşitlik**	Turizmden elde edilen ekonomik ve sosyal faydaların adil bir şekilde dağıtılmasını sağlamak.
5	**Ziyaretçi Memnuniyeti**	Cinsiyet, ırk, engellilik veya başka şekillerde ayrım gözetmeksizin herkese açık, ziyaretçiler için güvenli ve tatmin edici bir deneyim sağlamak.
6	**Yerel Kontrol**	Yerel toplulukları, diğer paydaşlarla istişare ederek, bölgelerinde turizmin yönetimi ve gelecekteki gelişimi hakkında planlama ve karar alma süreçlerine dahil etmek.
7	**Toplum Refahı**	Sosyal yapılar ve kaynaklara erişim, kolaylıklar ve yaşam destek sistemleri dahil olmak üzere yerel topluluklarda yaşam kalitesini korumak ve güçlendirmek, her türlü sosyal bozulma veya sömürüden kaçınmak.
8	**Kültürel Zenginlik**	Ev sahibi toplulukların tarihi mirasına, otantik kültürüne, geleneklerine ve ayırt edici özelliklerine saygı duymak ve geliştirmek.
9	**Fiziksel Bütünlük**	Hem kentsel hem de kırsal peyzajların kalitesini korumak ve geliştirmek ve de çevrenin fiziksel ve görsel olarak bozulmasını önlemek.
10	**Biyolojik çeşitlilik**	Doğal alanların, habitatların ve yaban hayatının korunmasını desteklemek ve bunlara verilen zararı en aza indirmek.
11	**Kaynak Verimliliği**	Turizm tesis ve hizmetlerinin geliştirilmesi ve işletilmesinde kıt ve yenilenemeyen kaynakların kullanımını en aza indirmek.
12	**Çevresel Saflık**	Turizm işletmelerinin ve ziyaretçilerin hava, su, toprak kirliliğini ve atık oluşumunu en aza indirmek.

Bu on iki amacın listelenme sırası herhangi bir öncelik sıralaması anlamına gelmemektedir. Her biri eşit derecede önemlidir (UNEP, 2005: 19). Sürdürülebilir turizmin on iki amacının bütün turizm destinasyonlarında uygulanması gerekir. Ayrıca sürdürülebilir turizm çeşitli özelliklere sahiptir. Kahraman ve Türkay (2014), sürdürülebilir turizmin özelliklerini şu şekilde özetlemektedir (Kahraman ve Türkay, 2014'ten akt. Çiftlikçi, 2020: 12):

- ✓ Doğal, tarihi ve kültürel kaynaklar turizmin bugünü ve geleceği için korunur.
- ✓ Turizm gelişimi, bölgede çevresel ve sosyo-kültürel sorunlara yol açmayacak şekilde planlanır ve yönetilir.
- ✓ Çevrenin genel kalitesi korunur ve gerektiğinde iyileştirilir.
- ✓ Destinasyonun pazarlana bilirliği ve popülaritesini koruyarak yüksek düzeyde ziyaretçi memnuniyeti elde edilir.
- ✓ Turizmin faydası toplumun daha geniş kesimlerine yayılır.

Sürdürülebilir turizm aynı zamanda yüksek düzeyde turist memnuniyeti sağlanmasına yardımcı olur. Turistlere anlamlı deneyimler yaşatır ve sürdürülebilirlikle ilgili turistlerin farkındalıklarını arttırarak sürdürülebilir turizm uygulamalarını teşvik eder (UNEP, 2005: 11).

3. 1. Literatürde Sürdürülebilir Turizm

Konaklama, ulaşım, eğlence, dinlenme, beslenme ve alışveriş dahil olmak üzere turizmle ilgili geniş bir faaliyet alanı vardır. Turizmle ilgili bu geniş faaliyet alanının sürdürülebilir olması gerekmektedir. Temel olarak sürdürülebilir turizm, doğaya ve yerel halka zarar vermeyen ve aynı zamanda ülkenin çevresine, toplumuna ve ekonomisine olumlu yönde katkıda bulunan turizmi ifade etmektedir (Sarı, 2019: 2; Jeong vd., 2023: 1). Sürdürülebilir turizm, turizm gelişiminin olumsuz etkilerini azaltmak ve turizmle uğraşan herkesin eşit faydalar elde etmesini sağlamak için ortaya çıkmıştır (Sathsarani ve Arachchi, 2017: 68). Sürdürülebilir turizm, turistlerin ihtiyaçlarının yüksek düzeyde tatmin edilmesini sağlamalı, tüketiciler için önemli deneyimler sunmalı ve sürdürülebilir turizm uygulamalarının yayılmasını teşvik etmelidir. Ayrıca sürdürülebilir turizm, sürdürülebilirlik konularında farkındalık oluşturmalıdır (Streimikiene, 2021: 259). Sürdürülebilirlik konularında farkındalık oluşturmak sürdürülebilir turizm gelişimi için önemlidir. Sürdürülebilir turizm uygulamaları ile kitle turizminin olumsuz etkilerinin çoğu ortadan kaldırılabilir ve birçok turizm türü de teşvik edilebilir (Tosun, 2001: 291).

Sürdürülebilir turizm üzerine literatür taraması yapıldığında ilk olarak Akış (1999) tarafından yapılan çalışmada, turizmin Türkiye ekonomisindeki yerini sürdürülebilirlik çerçevesinde ele almıştır. Yazar, Türkiye'de turizm politikaları belirlenirken turist sayısını ve yatak kapasitesini arttırmanın hedef olduğunu ancak çevrenin gerektiği şekilde korunmadığına dikkat çekmiştir. Ceylan (2001) ise araştırmasında, sürdürülebilirlik ilkelerinden hareketle, sürdürülebilir turizmin gelişmesine açıklık getirmeyi amaçlamıştır. Araştırmanın sonucunda, turizmin olumsuz etkilerinin anlaşılması ve çevreye duyarlı bir gelişme kavramının oluşmasında, sürdürülebilir turizm yaklaşımının uygun bir yaklaşım olduğu sonucuna ulaşmıştır. Tosun (2001) tarafından gerçekleştirilen çalışmada ise gelişmekte olan ülkelerde sürdürülebilir turizm gelişimine yönelik zorlukların bir analizi sunulmuştur. Araştırmada, sürdürülebilir turizm gelişiminin önündeki engeller olarak ortaya çıkan faktörlerin ulusal ekonomi politikasının öncelikleri, kamu yönetiminin yapısı, çevresel sorunların ortaya çıkması, aşırı ticarileştirme ve uluslararası turizm sisteminin yapısı ile ilgili olduğunu sonucuna ulaşılmıştır. Diğer taraftan, Alkan (2015) Alaçatı destinasyonunda yürüttüğü çalışmasında, bölgenin sahip olduğu turistik çekiciliklerin ve kaynakların sürdürülebilirliği için özel sektör, kamu sektörü ve sivil toplum kuruluşlarının işbirliği çerçevesinde ortak fikir üreterek, birlikte harekete geçilmesinin gerekliliğini savunmuştur. Higgins-Desbiolles (2018) çalışmasında, turizmin daha geniş bir sürdürülebilirlik çerçevesinde anlaşılması ve yönetilmesi gerektiğini ve bunun için öncelikle Birleşmiş Milletler Dünya Turizm Örgütü'nün sürdürülebilir hareketlilik ofisine dönüştürülmesini ve küresel bir Turizm Varlık Fonunun oluşturulmasını önermiştir. Ayrıca, ekolojik sınırlar ve insan yararı için daha dengeli bir turizm teşviki sağlamak adına çalışmaların yapılmasını gerekliliğine dikkat çekmiştir.

Vasilyevna vd. (2018), sürdürülebilir turizm kavramının önemli bir parçası olarak gönüllü turizm geliştirme sorununu incelemişlerdir. Araştırmada, sürdürülebilir turizm gelişimi ile gönüllü turizm (gönüllü turistler) arasında doğrudan pozitif bir ilişki olduğu tespit edilmiştir. Huang vd. (2019) ise sürdürülebilir turizm ile ilgili yapılan çalışmaları analiz etmişlerdir. 641 makale inceledikleri araştırmada, sürdürülebilir turizm ile ilgili yayın sayısının 2006 yılından bu yana önemli ölçüde arttığını ortaya koymuşlardır. Sürdürülebilir turizm gelişimi için hedeflenen ülkelerin/bölgelerin çoğunun Asya, Avrupa ve Amerika olduğunu tespit etmişlerdir. Tamer ve Yangil (2021) araştırmalarında, Bodrum'da faaliyet gösteren otel işletmelerinde görev alan yöneticilerin sürdürülebilir turizme ilişkin bakış açılarının tespit edilmesi ve sürdürülebilir turizm boyutlarına ilişkin algılarının öncelik sırasına göre belirlenmesini amaçlamışlardır. Araştırmanın sonuçlarına göre otel işletmeleri yöneticilerinin algıları

açısından çevresel sürdürülebilirlik boyutunun en yüksek önceliğe sahip boyut olduğu tespit edilmiştir.

Son olarak, Jafari vd. (2023) tarafından gerçekleştirilen araştırmada, sürdürülebilir turizm bağımlı değişkeni üzerindeki sosyal istikrar, politik istikrar, hizmet kalitesi, çevresel sürdürülebilirlik, kültürel sürdürülebilirlik, sürdürülebilir pazarlama, turist memnuniyeti, turist güveni ve turist sadakatinin etkilerini incelemişler. Araştırma sonucunda, sürdürülebilir turizm değişkeni üzerinde turist sadakati değişkeninin en fazla etkiye sahip olduğu ve çevresel sürdürülebilirlik değişkeninin en az etkiye sahip olduğu sonucuna ulaşmışlar.

3. 2. Sürdürülebilir Turizmin Önemi

Turizmin gelişimi olumlu ve olumsuz olmakla beraber birçok ülke için önemli bir ekonomik getiri kaynağıdır. Bu nedenle turizm sektörü, günümüzde, önemi giderek artan bir ekonomik faaliyet alanını oluşturmaktadır (Akış, 1999: 36). Turizm sektörü, ekonomik büyüme ve sürdürülebilir kalkınma sağlayan en önemli sektörlerden biridir (Bashıru ve Fagbolu, 2022: 165; Baltezarević vd., 2022: 125). Ayrıca uluslararası turist sayısı, çevresel ve ekonomik etkilerin artmasıyla birlikte sürdürülebilir turizmin önemi de artmaya başlamıştır (Go, 2023: 2).

Tablo 2. Türkiye'ye Gelen Turist Sayısı, Turizm Geliri ve Ortalama Harcamanın Yıllara Göre Dağılımı

Yıllar	Gelen Turist Sayısı	Turizm Geliri (1000 $)	Ortalama Harcama ($)
2004	20 753 734	17 076 607	843
2005	25 045 142	20 322 111	842
2006	23 924 023	18 593 951	803
2007	27 239 630	20 942 500	770
2008	31 137 774	25 415 067	820
2009	31 759 816	25 064 482	783
2010	32 997 308	24 930 997	755
2011	36 769 039	28 115 692	778
2012	37 715 225	29 689 249	814
2013	39 860 771	33 073 502	843
2014	41 627 246	35 137 949	848
2015	41 114 069	32 492 212	781
2016	30 906 680	22 839 468	728
2017	37 969 824	27 044 542	700
2018	46 112 592	30 545 924	669
2019	51 747 199	38 930 474	751

2020	**15 971 201**	**14 817 273**	**936**
2021	**30 038 961**	**30 173 587**	**1 028**
2022	**51 387 513**	**46 477 871**	**905**
2023*	**7 741 423**	**8 690 505**	**1 062**

*** (Ocak-Mart)**

Kaynak: Kültür ve Turizm Bakanlığı, 2023

Tablo 2'de de görüleceği üzere turizmin ekonomiye kayda değer bir katkısı vardır. Turizm sektörü belli başlı üç çevresel kaynağı ekonomik talebe dönüştürmektedir. Bunlar; doğal kaynaklar (deniz kıyıları, ormanlık alanlar, ulusal parklar vb.), insan yapısı kaynaklar (tarihi kent dokuları, arkeolojik alanlar vb.) ve sosyo-kültürel kaynaklar (yeme-içme, merasim vb. örf ve adetler) şeklindedir (Aslan ve Güneş, 2016: 7).

Turizm-çevre-insan etkileşiminin yaşandığı, yalnızca doğal değil, kültürel değerlerinde hâkim olduğu bir sektördür (Akış, 1999: 36; Sezgin ve Karaman, 2008: 429). Bu nedenle turizmin çevresel, ekonomik ve sosyo-kültürel boyutlar arasında uygun bir denge kurulması gerekmektedir (Hakim vd., 2012: 61-62). Dengenin kurulabilmesi için de turizmin sürdürülebilir olması önem arz etmektedir. Sürdürülebilir turizm, gelecek için fırsatları korurken ve geliştirirken mevcut ekonomik, sosyal ve çevresel bütünlüğün sürdürülmesini sağlayan turizmdir. Sürdürülebilir turizmin ana fikri, turizm ortamının gelişiminin sürdürülebilirliğidir (Liu, 2003: 460; Jafari vd., 2023: 654). Turizmin sürdürebilirliği, turizme sebep olan yerel, bölgesel ve ülkesel değerlerin bilinmesi, korunması, geliştirilmesi ve çekiciliğinin her dönem devamlılığının sağlanmasıyla olur (Sezgin ve Karaman, 2008: 429). Sürdürülebilir turizm, doğanın bozulmamasına, kaynakların korunmasına ve ekonominin devamlılığına yardımcı olur (Tamer ve Yangil, 2021: 947). Bu konuda, Butler (1999: 10) sürdürülebilir turizm faaliyetleri hakkında şunları belirtmektedir;

- ✓ Hem şimdi hem de gelecekte doğal kaynakların yenilenmesi ve korunmasını sağlar,
- ✓ İnsanların ve toplulukların, geleneklerin ve yaşam tarzlarının turizm deneyimine yaptığı katkıyı kabul eder,
- ✓ Bağlı olduğu çevreye zarar vermeden yerel ekonomilerin sürdürülmesine yardımcı olur,
- ✓ Ekonomik faaliyetin yapısını olumsuz etkilemeden insanlar için ekonomik fırsatlar oluşturur.

Sürdürülebilir turizm, doğal kaynakları ve biyolojik çeşitliliği korur, turizmin gelişim göstermesinde anahtar bir unsur olan çevresel kaynakların en etkin biçimde kullanılmasını sağlar, sosyo-kültürel özgünlüklere saygı göstererek kültürel mirasları ve geleneklerin korunmasına yardımcı olur, istihdam yaratır, sosyo-ekonomik faydalar sağlar ve yoksulluğun azaltılmasına yardımcı olur (UNEP, 2005: 11; Chandralal ve Fernando, 2022: 1-2). Bu bağlamda, dünya da olduğu gibi Türkiye'de de sürdürülebilir turizmi sağlamak önemlidir. Sürdürülebilir turizm sağlanmak için turizmin çevre üzerindeki olumsuz etkilerinin azaltılması ve turizm faaliyetlerinin sürekliliğinin sağlanması gerekmektedir. Bunun için de kaynakların sürekli ve dengeli kullanımı sağlanmalı, aşırı tüketim ve atık miktarı azaltılmalı, planlama ile turizm gelişimi bütünleştirilmeli, çeşitlilik korunmalıdır. Ayrıca yerel toplumla kesintisiz bir iletişim sağlanmalı ve sürekli inceleme ve analiz çalışmaları yapılmalıdır (Cottrell, 2007: 219-220; Yıldız ve Kalağan, 2008: 44; Go ve Kang, 2023: 381).

4. Sonuç ve Öneriler

Dünya ekonomisi için önemli bir döviz kaynağı olan turizm sektörü, Türkiye ekonomisi için de ihracattan sonra ikinci büyük döviz kaynağıdır (Uğuz, 2014: 21). Turizm endüstrisi

bütün dünyada olduğu gibi Türkiye'de de döviz girdisi sağlama, ekonomik olarak büyüme, istihdam sağlama ve yerel halkın kalkınmasında büyük faydalar sağlamaktadır (Çakır, 2001: 389-390; Wani ve Nagaraj, 2020: 6311). Turizm sektörü, hem somut kaynakları (ormanlar, arazi ve doğal kaynaklar) hem de somut olmayan kaynakları (örn. gelenek, kültürler veya sosyal uyum) bünyesinde barındıran bir sektördür (Yoopetch vd., 2022: 2). Turizmin devam etmesi için tek seçenek bilinçsiz turizminden uzaklaşıp sürdürülebilir turizme yönelmektir. Bu nedenle turizmin sürdürülebilir olması gerekmektedir. Sürdürülebilir turizm ziyaretçi çeken ve karşılığında ekonomik gelir sağlayan destinasyonların, özgün, doğal ve kültürel değerlerini koruyabilmeleri için gereklidir (Çiftlikçi, 2020: 13).

Sürdürülebilir Turizm İçin Öneriler:

- ✓ Turizm talebinin dengeli dağılması,
- ✓ Turizmin yaz mevsimine mahsus bir sektör olmaktan çıkarılıp tüm yıl aktif bir şekilde çalışan bir endüstri haline getirilmesi,
- ✓ Sektörel sürdürülebilirlik bağlamında turizm türü çeşitliliğinin artırılması,
- ✓ Sektörün gelişimine olanak sağlayacak etkin teşvik politikalarının planlanması ve uygulanması,
- ✓ Turizmin, doğal, kültürel ve ekonomik kaynakları yok etmeyecek, aksine turizmin bağlı olduğu kaynakların değerlendirilmesini teşvik edecek şekilde yürütülmesinin sağlanması,
- ✓ Ekolojik, doğaya duyarlı ve çevre dostu konaklama işletmelerinin sayısının arttırılması,
- ✓ Otel ve restoranlarda yenilenebilir enerji kaynaklarına yönelim sağlanması, atıkların ayrıştırılması, güneş panelleri ve çevre dostu temizlik ürünlerinin kullanılması,
- ✓ Turistleri yeşil otellerde kalmaları yönünde teşvik etmek ve bilgilendirmek,
- ✓ Herhangi bir destinasyonun sürekliliğinin sağlanması konusunda sıkıntı var ise o destinasyona yönelik önlemler almak,
- ✓ Destinasyonların taşıma kapasitelerini dikkate alarak ziyaretçi kısıtlaması yapmak,
- ✓ Sürdürülebilir turizm için, çevresel kalite ile turizm faaliyeti arasında denge kurmak,
- ✓ Ormansızlaştırılmış bir alana ağaç dikmek gibi çevreye fayda sağlayan turistlerin katılacağı faaliyetler yaratmak,
- ✓ Kitle turizmine sınır getirmek,
- ✓ Tüketimin azaltılması ve yerel ekonominin turizmden daha fazla yararlanabilmesi için her şey dahil sistemin gözden geçirilmesi,
- ✓ Turizm gelişiminde sürdürülebilirlik hedefiyle, turistler, turistik destinasyonların yerlileri, ilgili işletmeler ve hükümet gibi çok sayıda unsurdan oluşan ayrıştırılmamış bir karar vericiler sistemi inşa edilmelidir.

Bütün bu bilgiler ışığında, turizm sektörünün varlığını devam ettirebilmesi doğal, sosyal ve kültürel kaynakların korunarak gelecek kuşaklara aktarılmasını önemle belirten sürdürülebilirlik anlayışı ile mümkündür. Sürdürülebilir turizmin gelişim gösterebilmesi için hem akademik açıdan hem de karar vericiler ve uygulayıcılar açısından daha fazla çalışmanın yapılması gerekmektedir. Yapılan bu çalışmalarla turizm alanında farkındalıklar artırıla bilinir.

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Hofstede Kültür Boyutları Bağlamında İnsan Kaynakları Yönetimi Açısından ABD-Türkiye Karşılaştırılması

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ÖZET

Hofstede Kültür Boyutları, 1970'lerde IBM'de insan kaynaklarında çalışan Hollandalı psikolog Geert Hofstede tarafından geliştirilmiş ve farklı ülkelerin kültürel farklılıklarını ölçmek amacıyla kullanılan bir modeldir. Kültürel boyutlar teorisi olarak da bilinen bu teori, farklı kültürlerdeki farklılıkların, toplumu ve o toplumda yaşayan bireylerin davranışlarını nasıl etkilediğini açıklamaktadır. Bu makale, ABD ve Türkiye'nin kültürel farklılıklarını ve bu farklılıkların insan kaynakları yönetimi üzerindeki etkilerini Hofstede Kültür Boyutları bağlamında karşılaştırmaktadır. Hofstede Kültür Boyutları, kültürel değerlerin ve davranışların ölçümü için kullanılan bir modeldir ve model şu boyutlardan oluşur: güç mesafesi, bireyselcilik ve kolektivizm, erillik ve dişilik, belirsizlikten kaçınma, kısa-uzun dönemli yönelim, hoşgörü ve kısıtlamadır. Bu araştırmada, halihazırda var olan verileri kullanmayı içeren yöntem olan ikincil veri analizi yöntemi kullanılmıştır. Bu makale, ABD ve Türkiye'nin kültürel farklılıklarını Hofstede Kültür Boyutları bağlamında analiz ederek, insan kaynakları yönetimi açısından bu farklılıkların nasıl etkiler yarattığını göstermektedir. İnsan kaynakları profesyonelleri, bu farklılıkları anlamak ve kültürel bağlamı dikkate alarak stratejiler geliştirmek için bu karşılaştırmadan yararlanabilirler.
Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Kültür, Hofstede Kültür Boyutları, Farklılıklar

Comparison of Human Resource Management Between The United States And Turkey in The Context of Hofstede's Cultural Dimensions

ABSTRACT

The Hofstede Cultural Dimensions is a model developed by Geert Hofstede, a Dutch psychologist working in human resources at IBM in the 1970s. It is used to measure cultural differences between different countries and explain how these differences influence society and the behavior of individuals within that society. Also known as the theory of cultural dimensions, this theory explains how differences in culture affect the behavior of individuals and societies. This article compares the cultural differences between the United States and Turkey and their impact on human resource management within the context of the Hofstede Cultural Dimensions.

The Hofstede Cultural Dimensions is a model used to measure cultural values and behaviors and consists of the following dimensions: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, short-term versus long-term orientation, and indulgence versus restraint. This research utilizes the method of secondary data analysis, which involves using existing data, to analyze the cultural differences between the United States and Turkey within the context of the Hofstede Cultural Dimensions. The article aims to demonstrate how these cultural differences impact human resource management.

Human resource professionals can benefit from this comparison by understanding these differences and developing strategies that take the cultural context into account. By analyzing the cultural differences between the United States and Turkey through the lens of the Hofstede Cultural Dimensions, this article highlights the effects of these differences on human resource management.
Keywords: Human Resource Management, Culture, Hofstede's Cultural Dimensions, Differences

GİRİŞ

Küreselleşme ve uluslararası işbirliği çağında, farklı kültürel değerlere sahip ülkeler arasında iş ilişkileri önemli ölçüde artmaktadır (Hofstede, 1980). Bu durum, işletmelerin kültürel farklılıkları göz önünde bulundurarak etkili bir insan kaynakları yönetimi (İKY) stratejisi geliştirmelerini gerektirmektedir. İKY, işletmelerin çalışanlarını işe alma, yeteneklerini geliştirme, performans değerlendirmesi ve motivasyon sağlama gibi önemli faaliyetlerini içeren bir süreçtir (Armstrong, 2009). Ancak, kültürel farklılıkları dikkate almadan gerçekleştirildiğinde, bu süreç işletmelerin başarısını ve çalışanların memnuniyetini olumsuz etkileyebilir.

Hofstede'nin kültür boyutları, kültürel farklılıkları anlama ve yönetme amacıyla kullanılan bir çerçeve sunmaktadır (Hofstede, 1980). Bu boyutlar, farklı ülkelerin kültürel değerlerini karşılaştırmak ve analiz etmek için kullanılan bir araçtır.

ABD, bireysellik, rekabetçilik ve başarı odaklı bir kültüre sahip olarak bilinmektedir (Hofstede, 1980). ABD işletmeleri genellikle performansa dayalı teşvik sistemleri ve yüksek özerklik sağlayarak çalışanların motivasyonunu artırmayı hedeflemektedir. Diğer yandan, Türkiye daha kolektivist ve aile odaklı bir kültüre sahiptir (Hofstede, 1980). Türk işletmeleri, çalışanların aidiyet duygusunu geliştirmek ve ekip çalışmasını teşvik etmek için daha fazla vurgu yapmaktadır.

Bu makalede, ABD ve Türkiye'nin Hofstede'nin kültür boyutlarına göre nasıl farklılaştığı ve bu farklılıkların İKY uygulamaları üzerinde nasıl bir etkisi olduğu incelenecektir. Bu araştırmanın amacı, ABD ve Türkiye'nin kültürel farklılıklarını ve bu farklılıkların İKY üzerindeki etkilerini Hofstede Kültür Boyutları bağlamında karşılaştırmaktır. İKY süreçlerini etkin bir şekilde yöneterek kültürel farklılıkları dikkate alan işletmeler, çalışan bağlılığını artırabilir, verimliliği ve performansı yükseltebilir ve sürdürülebilir bir rekabet avantajı elde edebilir.

1. TEORİK ÇERÇEVE

Kültür, bir toplumun değerleri, inançları, davranışları, normları, dil ve iletişim biçimleri, sanat anlayışları, gelenekleri ve sosyal yapıları gibi unsurları içeren karmaşık bir kavramdır. Bu kavram, toplulukların kolektif kimliğini şekillendirir ve bireylerin bir arada nasıl var olduklarını belirler. Kültür, kuşaktan kuşağa aktarılan ve bireylerin düşünce kalıplarını, değer yargılarını ve davranışlarını derinden etkileyen bir miras olarak görülebilir (Hofstede, 1980). Kültür, insanların dünya görüşlerini, yaşam tarzlarını, iletişim kalıplarını ve iş ilişkilerini etkiler (Akçora, 2017). Her kültür, toplum üyeleri arasındaki sosyal etkileşimleri düzenleyen ve yaşam tarzlarına rehberlik eden farklı değerler, normlar ve inanç sistemlerine sahiptir (Hofstede, 1980). Kültürel farklılıklar, daha geniş bir şekilde dünya görüşlerini anlamayı teşvik eder, hoşgörüyü destekler ve toplumlardaki çeşitliliği zenginleştirir. Kültürel çeşitlilik, karşılıklı saygıyı besler ve kültürler arası etkileşimleri geliştirerek fikir, bakış açısı ve deneyim alışverişine olanak tanır (Hofstede, 1980).

1.1. HOFSTEDE KÜLTÜR BOYUTLARI

Hofstede Kültür Boyutları, 1970'lerde IBM'de insan kaynaklarında çalışan Hollandalı psikolog Geert Hofstede tarafından geliştirilmiştir. Geert Hofstede tarafından geliştirilmiş ve farklı ülkelerin kültürel farklılıklarını ölçmek amacıyla kullanılan bir modeldir. Kültürel boyutlar teorisi olarak da bilinen bu teori, kültürel değerlerin ve davranışların ölçümü için kullanılan bir modeldir. HOFSTEDE göre kültür boyutları modeli, bireyselcilik ve kolektivizm, erillik ve

dişilik, belirsizlikten kaçınma, kısa-uzun dönemli yönelim, hoşgörü ve kısıtlama boyutlarından oluşmaktadır.

1.1.1. Güç Mesafesi

Hofstede Kültür Boyutları, 1970'lerde Hollandalı psikolog Geert Hofstede tarafından IBM'deki insan kaynakları çalışmaları sırasında geliştirilmiştir. Bu model, farklı ülkelerin kültürel farklılıklarını ölçmek amacıyla kullanılan ve kültürel değerlerin ve davranışların ölçülmesine yönelik bir teoridir. Güç Mesafesi, Hofstede'nin kültür boyutlarından biridir ve bir toplumun üyelerinin güç ve otorite dağılımına verdikleri önemi ifade eder. Yüksek Güç Mesafesi olan toplumlarda, hierarşik yapılar daha belirgindir ve güçlü otorite figürlerine saygı ve itaat ön plandadır. İletişimde üstlerin emirlerini sorgulamadan kabul etme kültürü yaygındır. Öte yandan, düşük Güç Mesafesi olan toplumlarda güç ve otorite daha eşitlikçi bir şekilde dağıtılır, insanlar arasındaki statü farkları daha az vurgulanır ve iletişim daha katılımcı bir yaklaşımla gerçekleşebilir. Güç Mesafesi, bir toplumun liderlik tarzını, iletişim biçimlerini ve iş ilişkilerindeki dinamikleri etkiler. Yüksek Güç Mesafesi olan toplumlarda liderler daha otoriter bir rol üstlenebilirken, düşük Güç Mesafesi olan toplumlarda liderlik daha demokratik ve katılımcı olabilir. Bu kültürel farklılık, işletmelerin insan kaynakları yönetimi stratejilerinde farklılıklara yol açabilir. Örneğin, kültürel olarak yüksek Güç Mesafesi olan bir ülkede, işletmeler daha otoriter bir yönetim tarzını benimseyebilirken, düşük Güç Mesafesi olan bir ülkede daha demokratik ve katılımcı bir liderlik yaklaşımı tercih edilebilir (Hofstede, 1980).

1.1.2. Bireyselcilik ve Kolektivizm

Hofstede'nin kültür boyutlarından biri olan Bireyselcilik ve Kolektivizm, bir toplumun üyelerinin kendilerini nasıl tanımladığı ve ilişkilerini nasıl düzenlediği konusunda farklı yaklaşımları ifade eder. Bireyselcilik, bireyin özgürlüğüne, bağımsızlığına ve kişisel hedeflerine verilen önemi ifade ederken, Kolektivizm ise grup bağlarına, toplumsal dayanışmaya ve grup hedeflerine vurgu yapar. Bireyselcilik yüksek olan toplumlarda, bireylerin ihtiyaçları, hakları ve hedefleri ön planda tutulur. Bireyler genellikle bağımsızlık, kişisel başarı ve özgürlük gibi değerlere odaklanır. Karar alma süreçlerinde bireylerin özerkliği ve kendi çıkarları öncelikli olabilir. Bu toplumlarda, bireyler genellikle kendi hedeflerini gerçekleştirmek için rekabetçi bir tutum sergileyebilir. Kolektivizm yüksek olan toplumlarda ise grup kimliği ve toplumsal bağlar daha ön planda tutulur. Grup içinde uyum, dayanışma ve ortak hedeflere ulaşma önemlidir. Bu toplumlarda, karar alma süreçleri genellikle konsensüs ve grup uzlaşısı üzerine kuruludur. Bireyler, grup veya aile onurunu koruma, sosyal normlara uyma ve başkalarıyla işbirliği yapma eğilimindedir. Bireyselcilik ve Kolektivizm arasındaki farklılıklar, toplumların değerler sistemi, liderlik anlayışı, iş ilişkileri ve iletişim tarzları gibi birçok alanda etkili olabilir. Örneğin, bireyselcilik yüksek olan toplumlarda bireyler daha bağımsız çalışmayı tercih edebilirken, kolektivizm yüksek olan toplumlarda ise grup uyumu ve işbirliği daha ön planda olabilir (Hofstede, 1980).

1.1.3. Erillik ve Dişilik

Erillik ve Dişilik, Hofstede'nin kültür boyutlarından biri olup bir toplumun cinsiyet rollerine ve cinsiyetler arası ilişkilere verdiği önemi ifade eder. Erillik, genellikle güç, rekabet ve bağımsızlık gibi "eril" olarak kabul edilen özelliklere odaklanan bir kültürel eğilimi ifade ederken, Dişilik ise daha çok empati, bakım ve işbirliği gibi "dişi" olarak kabul edilen özelliklere vurgu yapar. Erillik yüksek olan toplumlarda, genellikle güçlü, rekabetçi ve liderlik odaklı değerler ön plandadır. Cinsiyet rolleri arasındaki farklılıklar daha belirgindir ve erkeklerin daha özerk ve bağımsız olması beklenirken, kadınlar daha çok ev ve aileyle

ilişkilenme rollerine odaklanabilir. Bu toplumlarda, iş yaşamında rekabetçi bir ortam ve güçlü liderlik özellikleri önemli kabul edilir. Dişilik yüksek olan toplumlarda ise empati, bakım, işbirliği ve toplumsal ilişkiler daha ön plandadır. Cinsiyet rolleri arasındaki farklılıklar daha esnektir ve erkeklerin duygusal ifadeye ve bakım görevlerine katılımı teşvik edilirken, kadınlar daha fazla iş yaşamında yer alabilir. Bu toplumlarda, iş yerinde işbirliği, ekip çalışması ve duygusal zeka önemli kabul edilir. Erillik ve Dişilik boyutları, toplumun cinsiyet rolleri, iş paylaşımı, liderlik tarzı ve iletişim biçimleri gibi birçok alanda etkili olabilir. Örneğin, erillik yüksek olan toplumlarda liderlik genellikle otoriter ve karar verici bir yaklaşım sergileyebilirken, dişilik yüksek olan toplumlarda liderlik daha işbirlikçi ve duygusal zekaya dayalı olabilir (Hofstede, 1980).

1.1.4. Belirsizlikten Kaçınma

Belirsizlikten Kaçınma, Hofstede'nin kültür boyutlarından biridir ve bir toplumun belirsizlik ve riske karşı tepkisini ifade eder. Yüksek Belirsizlikten Kaçınma olan toplumlarda, belirsizlik durumlarından kaçınma ve güvenceye yönelme eğilimi vardır. Kurallar, düzenlemeler ve prosedürlerin net ve kesin olması beklenir. Düşük Belirsizlikten Kaçınma olan toplumlarda ise belirsizlik ve risk daha fazla tolere edilir. Esneklik, spontane karar alma ve değişime uyum sağlama eğilimi yaygındır.

Belirsizlikten Kaçınma, bir toplumun karar alma süreçleri, risk yönetimi, yenilikçilik ve değişime karşı tutum gibi birçok alanda etkili olabilir. Örneğin, yüksek Belirsizlikten Kaçınma olan toplumlarda karar alma süreçleri daha uzun ve analitik olabilirken, düşük Belirsizlikten Kaçınma olan toplumlarda kararlar daha hızlı alınabilir ve riskli girişimlere daha açık olunabilir (Hofstede, 1980).

1.1.5. Kısa-Uzun Dönemli Yönelim

Kısa-uzun dönemli yönelim, Hofstede'nin kültür boyutlarından biridir ve bir toplumun zaman perspektifine ve hedeflerine nasıl odaklandığını ifade eder. Kısa dönemli yönelimde, bireyler anlık tatmin, geçici başarı ve anında sonuçlara odaklanma eğilimindedir. Bu durumda, hızlı sonuçlar elde etmek ve anlık gereksinimleri karşılamak önemlidir. Bireyler çabalarını kısa vadeli hedeflere yönlendirir. Uzun dönemli yönelimde ise, toplum geleceği planlama, sürdürülebilirlik ve ertelenmiş tatmin gibi faktörlere vurgu yapar. Bireyler genellikle uzun vadeli hedeflere yönelir ve gelecek nesillerin refahını gözetir. Bu durumda, bireylerin çabaları ve kararları sürdürülebilirlik ve uzun vadeli kazanımlar üzerine odaklanır. Kısa-uzun dönemli yönelim, bir toplumun değerleri, iş yapma şekilleri, yatırım tercihleri ve kişisel hedefler gibi birçok alanda etkili olabilir. Örneğin, kısa dönemli yönelim daha hızlı sonuçlar ve anlık tatmin üzerinde duran bir iş kültürüne yol açabilirken, uzun dönemli yönelim daha planlı ve sürdürülebilir bir iş stratejisi benimsemeyi teşvik edebilir (Hofstede, 1980).

1.1.6. Hoşgörü ve Kısıtlama

Hoşgörü, bir toplumun farklı düşüncelere, inançlara veya yaşam tarzlarına karşı anlayış ve saygı gösterme kapasitesini ifade eder. Eğer bir toplumun hoşgörüsü yüksekse, insanlar arasında çeşitlilik ve farklılıklara karşı daha fazla tolerans gösterme eğilimi görülür. Bu durum, toplumun içindeki bireylerin farklı kültürler, dinler, ideolojiler veya yaşam tarzlarıyla bir arada barış içinde yaşayabilme yeteneğini yansıtır. Kısıtlama ise, belirli davranışların veya faaliyetlerin sınırlanması veya kontrol altında tutulması anlamına gelir. Bir toplumun kısıtlama düzeyi yüksekse, daha fazla düzenlemeler, kısıtlamalar ve sınırlamalar bulunabilir. Bu

durumda, toplumdaki bireylerin davranışları ve faaliyetleri belirli normlar, kurallar ve yasalarla düzenlenir ve kontrol altında tutulur (Kymlicka, 2002; Jackson, J., 2006).

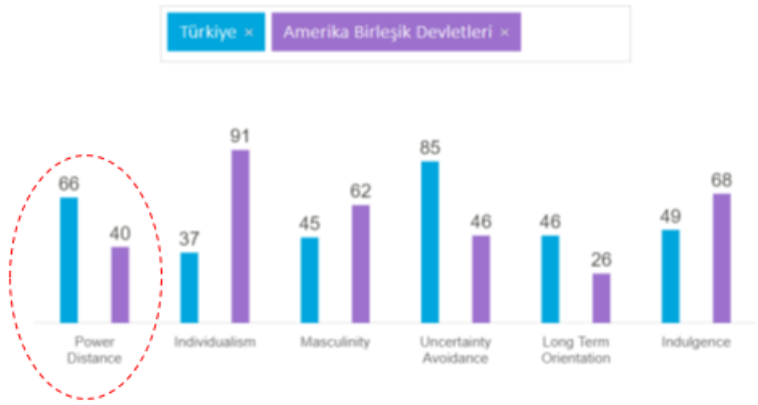
2. YÖNTEM

2.1. Araştırmanın Modeli

Bu araştırmanın amacı, ABD ve Türkiye'nin kültürel farklılıklarını ve bu farklılıkların insan kaynakları yönetimi üzerindeki etkilerini Hofstede Kültür Boyutları bağlamında karşılaştırmaktır. Bu araştırmada, halihazırda var olan verileri kullanmayı içeren yöntem olan, ikincil veri analizi yöntemi kullanılmıştır.

2.2. Bulgular

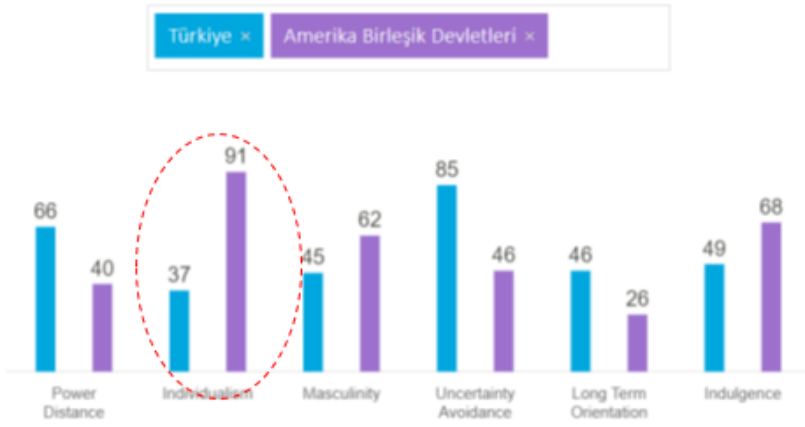
2.2.1. Güç Mesafesi Boyutu



Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

Türkiye Güç Mesafesi: 66, ABD Güç Mesafesi:40

2.2.2. Bireyselcilik / Toplumsalcılık Boyutu



Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

Bireyselcilik Türkiye: 37, Bireyselcilik ABD: 91

2.2.3. Erillik / Dişillik Boyutu

Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

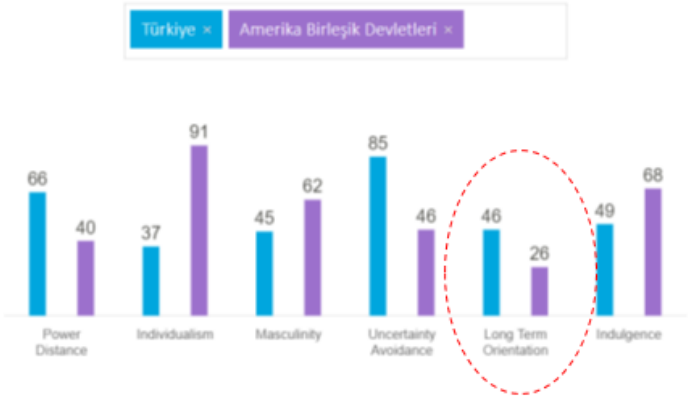
Erillik ABD: 62 puan, Türkiye: 45 puan

2.2.4. Belirsizlikten Kaçınma Boyutu

Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

Belirsizlikten Kaçınma: Türkiye 85 puan, ABD 46 puan

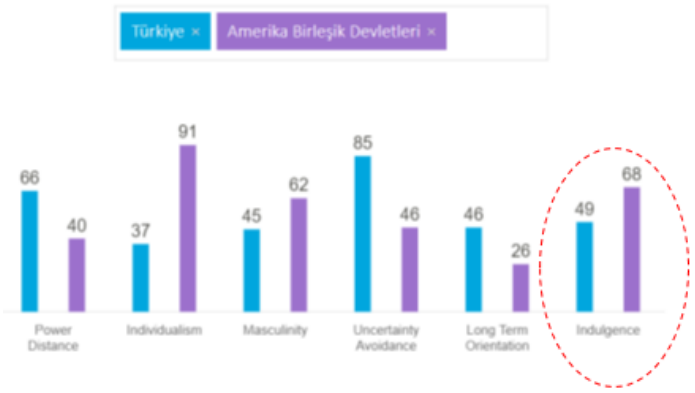
2.2.5. Kısa Uzun Dönemli Yönelim Boyutu



Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

Uzun Dönemli Yönelim: Türkiye 46 puan, ABD 26 puan

2.2.6. Hoşgörü / Kısıtlama Boyutu



Kaynak: Country Comparison - Hofstede Insights (hofstede-insights.com)

Hoşgörü Türkiye 49 puan, ABD 68 puan olarak almış görünmektedir.

4.Tartışma ve Yorum

İş yerlerinde güç mesafesi, bireyselcilik/toplumsalcılık, erillik/dişillik, belirsizlikten kaçınma ve kısa/uzun dönemli yönelim gibi faktörler, her iki ülkede de farklı şekillerde etkili olabilir. Aşağıda bu faktörlerin her iki ülkedeki iş kültürüne nasıl yansıyabileceğiyle ilgili bir özet bulunmaktadır.

ABD'de iş yerlerinde genellikle düşük bir güç mesafesi bulunur. Şirketlerde daha yatay bir hiyerarşi yapısı benimsenir ve karar alma süreçleri daha demokratiktir. Çalışanlar, fikirlerini özgürce ifade etme ve yöneticilerle iletişim kurma konusunda rahatlık yaşarlar. Öte yandan, Türkiye'de genellikle yüksek bir güç mesafesi vardır. İş yerlerinde daha belirgin bir hiyerarşi yapısı bulunur ve karar alma süreçleri genellikle üst yönetim tarafından gerçekleştirilir. Çalışanlar genellikle daha az söz hakkına sahip olup yöneticilere karşı daha saygılı bir tutum sergilerler. ABD'de iletişim ve katılım daha açıktır, çalışanlar fikirlerini rahatlıkla ifade edebilirler ve iletişim kanalları daha çok yönlüdür. Türkiye'de ise iletişim genellikle daha hiyerarşik bir şekilde gerçekleşir, çalışanlar yöneticilerine karşı daha saygılı bir tutum sergiler ve görüşlerini çekingen bir şekilde ifade ederler. ABD'de iş yerlerinde eşitlik ve adalet önemli bir değer olarak kabul edilirken, Türkiye'de eşitlik algısı daha esnek olabilir ve sosyal statü ve kişisel ilişkiler bazen iş yerinde daha fazla etkiye sahip olabilir. Bu durum, işe alım, terfi ve ödül sistemlerinde objektiflik ve adil davranışların ön planda olduğu ABD'yi, subjektif faktörlerin önemli olduğu Türkiye'den ayırt eder (Hofstede, 1984; Triandis, 1995).

Bireyci toplumlar, insanların kendi çıkarlarını ve yakın ailelerini önceliklendirdiği, bağların daha gevşek olduğu ve insanların daha bağımsız olduğu toplumlardır. Bireyler genellikle kendi hedeflerini takip eder ve kişisel başarıya odaklanırlar. Öte yandan, kolektivist toplumlar, insanların güçlü ve birbirine bağlı gruplara entegre olduğu toplumlardır. Bu toplumlarda sadakat önemli bir değerdir ve insanlar aileleri, toplulukları ve kültürleriyle bağlılıklarını sorgusuz şekilde sürdürürler. ABD genellikle yüksek bireyselcilik değerlerine sahipken, Türkiye daha toplumsal bir yaklaşım sergiler. ABD'de bireylerin kendi ihtiyaçları ve başarıları ön plandayken, Türkiye'de toplumsal bağlantılar ve grup ilişkileri önemlidir. Bu farklılıklar,

kültürel, sosyal ve tarihsel faktörlere bağlı olarak değişiklik gösterebilir. Bu durum, insan kaynakları yönetimi politikaları ve uygulamalarının her iki ülkede de farklılık gösterebileceğini göstermektedir (Hofstede, 1984; Triandis, 1995).

Hofstede'nin Erillik/Dişillik boyutu, ABD ve Türkiye arasında cinsiyet rolleri, cinsiyet eşitliği ve cinsiyet temelli davranış kalıpları açısından farklılıklar göstermektedir. ABD'de erillik değerleri orta düzeydedir, bu da erkekleri bağımsız, rekabetçi ve özgüvenli olmaya teşvik eder. Liderlik rolleri genellikle erkek çalışanlara aittir. Dişillik değerleri de orta düzeydedir ve kadınların bağımsızlık, özgürlük ve kendi kararlarını alma becerisi üzerine teşvik edilir. Cinsiyet eşitliği önemli bir değer olarak benimsenir. Türkiye'de ise erillik değerleri daha yüksektir, erkekler gücü ve otoriteyi temsil etme beklentisiyle büyütülür. Liderlik rolleri genellikle erkek çalışanlara aittir ve erkeklerin kariyerlerinde yükselme fırsatları daha fazla olabilir. Dişillik değerleri de yüksektir ve kadınların aile ve toplumun bakımı ve desteklenmesiyle ilişkilendirilir. Kadınların liderlik pozisyonlarına erişimi ve kariyer gelişimi bazen zorlu olabilir. İnsan kaynakları politikaları, cinsiyet eşitliğini teşvik etmeyi ve kadın çalışanların desteklenmesini amaçlayabilir (Hofstede, 1984; Williams, 1995).

Belirsizlikten kaçınan kültürler, katı yasalar ve kurallar, güvenlik ve güvenlik önlemleri ve mutlak Hakikat inancıyla belirsizlikleri en aza indirmeye çalışırken, belirsizliği kabul eden kültürler ise farklı görüşlere daha hoşgörülüdür ve daha az kurala sahip olma eğilimindedir. ABD genellikle düşük belirsizlikten kaçınma değerlerine sahip bir toplumdur. İş yerlerinde risk alma, değişime uyum sağlama ve yenilikçilik teşvik edilir. İnsan kaynakları politikaları esneklik, girişimcilik ve yaratıcılığı destekleyebilir. Türkiye'de ise belirsizlikten kaçınma değerleri daha yüksektir. İnsanlar genellikle belirsizlikten kaçınma eğilimi gösterir ve daha fazla güvence, istikrar ve kurallara bağımlılık arar. İş yerlerinde prosedürler, politikalar ve yönergeler daha ayrıntılı ve belirgin olabilir. İnsan kaynakları politikaları çalışanlara güvenlik ve istikrar sağlama üzerine odaklanabilir. (Hofstede, 1984; Bond, 2002).

ABD genellikle kısa dönemli yönelime sahip bir toplum olarak tanımlanır. Bu durum iş yerlerinde hızlı sonuçlara odaklanmayı, hedeflere ulaşmayı ve anlık tatmini ön plana çıkarmayı gerektirir. İnsan kaynakları politikaları, performans değerlendirmeleri ve ödüllendirme sistemleri gibi uygulamalar kısa vadeli hedeflere ve projelere odaklanabilir. Türkiye'de ise uzun dönemli yönelim daha belirgindir. Toplum genellikle gelecek planlaması, sürdürülebilirlik ve geleneklere bağlılık üzerine odaklanır. İş yerlerinde uzun vadeli projeler, işbirliği ve istikrar önemlidir. İnsan kaynakları politikaları, çalışanların uzun vadeli kariyer gelişimi ve kişisel büyüme üzerine odaklanmayı hedefleyebilir. Bu farklı yönelimler, insan kaynakları yönetimi stratejileri ve uygulamalarının farklılaşmasına yol açabilir (Hofstede, 2021; Taras et al., 2010).

Hoşgörü, insanların hayattan zevk alma ve eğlenme arzularını özgürce tatmin edebildikleri bir toplum yapısını ifade eder. Bu tür toplumlarda, insanlar farklı düşüncelere, inançlara ve yaşam tarzlarına karşı anlayış ve saygı gösterme eğilimindedir. Hoşgörü, daha fazla mutluluk beyanı, yaşam kontrolü algısı, konuşma özgürlüğünün önemi ve olumlu duyguların daha sık hatırlanması gibi faktörlerle ilişkilendirilebilir. Kısıtlama ise, ihtiyaçların kontrol altında tutulduğu ve katı sosyal normların düzenlediği bir toplumu ifade eder. Daha kısıtlama odaklı toplumlarda ise bireylerin davranışları daha fazla sınırlanabilir ve katı kuralların baskısı altında yaşanabilir (Hofstede, 2021; Gudykunst & Kim, 2003). ABD'de iş yerlerinde hoşgörü, farklılıklara saygı ve kapsayıcılık önemli değerlerdir. Çeşitlilik teşvik edilir ve insan kaynakları politikaları çeşitlilik eğitimleri, adil işe alım süreçleri ve destekleyici politikalar üzerine odaklanır. Türkiye'de ise hoşgörü değerleri, genellikle kısıtlamalara ve geleneksel yaklaşımlara göre şekillenebilir. İş yerlerinde daha homojen bir çalışma ortamı ve belirli normların

korunması önemlidir. İnsan kaynakları politikaları, yerel kültüre uygunluk ve kurumsal değerlere uygunluk üzerine odaklanabilir (Hofstede, 2021; Aycan, 2005).

SONUÇ VE ÖNERİLER

Türkiye ve ABD arasında iş yerlerinde kültürel farklılıklar bulunmaktadır. Türkiye'de genellikle yüksek bir güç mesafesi vardır ve iletişim daha hiyerarşik bir şekilde gerçekleşir. Çalışanlar çekingen davranabilir ve kararlar genellikle üst yönetim tarafından alınır. ABD'de ise düşük bir güç mesafesi vardır ve iletişim daha açıktır. Çalışanlar fikirlerini rahatça ifade edebilir ve karar alma süreçleri daha demokratiktir. Eşitlik algısı açısından da farklılıklar görülür, ABD'de eşitlik ve adalet önemli bir değerken, Türkiye'de eşitlik algısı daha esnek olabilir ve sosyal statü ve kişisel ilişkiler iş yerinde daha fazla etkili olabilir. Her iki ülkede de iş etiği önemlidir ve çalışma süreçleri bulunur, ancak Türkiye'de kararlar genellikle üst yönetim tarafından alınırken, ABD'de daha demokratik bir karar alma süreci benimsenebilir. Çalışanların katılımı açısından da farklılıklar vardır, ABD'de çalışanlar fikirlerini rahatça ifade edebilirken, Türkiye'de bu katılım bazen sınırlı olabilir (Hofstede, 2021; Gudykunst & Kim, 2003; Hall, 1976; Aycan, 2005; House et al., 2004).

İnsan kaynakları politikaları ve uygulamaları, her ülkede şirketlere ve sektörlere göre farklılık gösterebilir. ABD ve Türkiye arasındaki kültürel farklılıklar, insan kaynakları yönetimi stratejileri ve uygulamaları üzerinde önemli etkilere sahip olabilir. Güç mesafesi, bireyselcilik/toplumsalcılık, erillik/dişillik, belirsizlikten kaçınma ve kısa/uzun dönemli yönelim gibi Hofstede'nin kültür boyutları, her iki ülkenin iş yerlerindeki liderlik tarzları, iletişim yöntemleri, performans değerlendirmeleri, cinsiyet eşitliği politikaları, risk yönetimi ve stratejik hedef belirleme gibi alanlarda farklı yaklaşımların olduğunu göstermektedir. Bu bağlamda, insan kaynakları yönetimi profesyonelleri, kültürel farklılıkları dikkate alarak etkili stratejiler geliştirmeli ve yerel kültüre uygun politikalar benimsemelidir.

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Dünya Tarihi Üzerinden Bir Düşünce Pratiği: Medeniyet Kavramını Sorunsallaştırmak

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ÖZET

Anlatılar, bir "kendiliğin" yaratılmasında ve tarihsel süreçlerde bir toplumun kendini tanımlayıp dünya aileleri arasında kendini konumlandırması için vazgeçilmez unsurlardır. Anlatı bir boşluk doldurma işlevidir. Mevcut dünya tarihi yazımı ise Avrupa merkezci bir anlayışla bu boşlukları Batıcıl bir biçimde yontarak doldurur. Her ne kadar bağlantılı tarih anlayışları mevcut literatüre eleştirel bir giriş olarak ortaya çıksa da henüz yeterli olgunluğa ulaşmamıştır. Bağlantılı tarih anlatımından başka Doğuyu ve özelde İslam dünyasını başka bir yere konumlandıran dünya tarihi ile medeniyet tarihini birlikte okumak olmuştur. Bu iç içe geçen okuma gayet anlaşılırdır. Ancak Hegel'den mülhem bir dünya tarihi anlatısına eleştiri getirmek ve yeni bir düşünce pratiği ortaya çıkarmak için sakıttır. Çünkü medeniyet kavramı da tıpkı dünya tarihinin süregelmiş anlatıları gibi önce bir tanım çizer, ötekini bir boşluğa hapseder ve bu boşluğu bir dünya kurma edimiyle (worlding) kendi zaviyesinden ve iktidar tekniklerinden yararlanarak doldurur. Ayrıca sosyal bilimler için medeniyet katı bir öteki ayrımından yola çıkarak evrensel düşünceyi ketler. Bu çalışmada medeniyet kavramının neden bir düşünce pratiğine izin vermediği dünya tarihinin izi sürülerek incelenecektir. Sistematik bir literatür taraması yöntemiyle betimleyici çıkarsamalardan yola çıkan bu çalışmanın sonucuna göre evrensel bir tarih yazımının gerekliliği değerlendirilmektedir. 16. Yüzyıl ile başlatılan Batı egemenliğinde bir dünya tasavvuru oluşturmak ne kadar sorunluysa dar bir medeniyet düşüncesi de bir o kadar sorun teşkil etmektedir. Sonuç olarak bir düşünce pratiği alanı açmayı hedefleyen bu çalışma daha çok geçmişe bakıp oradan bir izdişüm çizen anlatılara karşı çıkarak, yeni bir anlayışın benimsenmesi yolunda kavramların yeniden takdimini sağlamayı amaçlamaktadır.
Anahtar Kelimeler: Ekonomi-Politik, Dünya Tarihi, Medeniyet, Politik Felsefe, Düşünce Pratiği

A Thought Practice on World History: Problematizing the Concept of Civilization

ABSTRACT

Narratives are indispensable elements for a society to define itself and to perceive itself among world families when a "self" is created and in its historical development. Narrative is a fill-in-the-blank function. The current world historiography, on the other hand, fills these gaps in a Westernist way with a Eurocentric approach. Although related understandings of history emerged as a critical introduction to the existing literature, they have not yet reached sufficient maturity. Apart from the related history narrative, he read together the historical world and the civilization process, which positioned the East and the Islamic world in particular. This interlaced reading is intelligible. However, it is reluctant to criticize a world history narrative inspired by Hegel and to reveal a new practice of thought. Because the concept of civilization, like the narratives that have continued in the history of the world, first draws a definition, traps the other in a void, and fills these inhabitants with a world-building act (worlding) by making use of its own perspective and power techniques. Also, for the social sciences, civilization inhibits universal thinking based on a rigid otherness. Why this concept of civilization allows a practice of thought will be examined by tracing the world effects. The necessity of a universal historiography is evaluated according to the result of this study, which is based on descriptive inferences with a systematic literature review method. With the 16th century, he is trying to create a world vision under Western management. As a result, those who aim

to open a field of thought practice, this study aims to provide a re-presentation through the principles of obtaining and adopting a new understanding against narratives that draw a projection from there, by looking more at the past.

Keywords: Economy-Politics, World History, Civilization, Political Philosophy, Thought Practice

GİRİŞ

Bir sınır- deneyimi olarak kim olduğumuzu daha çok ötekiler belirler. Ötekinin varlığı kendimizi tanımlamamızda en temel unsur olarak karşımıza çıkarken aynı zamanda benliğimizdeki yarıkları göstermesi bakımından da önemlidir. Mitler bu tanımlama ediminin bir yansıması olarak hayatımıza girer. Modern zamanlar öncesi mitlerdeki bu yansıma daha çok yabancılara; insan olmayanlara ve canavarlar üzerinden yapılmaktaydı (Kearney, 2022). Modern zamanlarla birlikte bir ulusun veya bir toplumun kendisini tanımlaması daha çok sınır kurgularıyla alakalı olmuştur. Sınır kurguları ve sınır-deneyimleri ise ulus devlet için oldukça kullanışlı bir tanımlama edimi olmuştur. Nitekim tanımın veya tanımlamanın kendine içrek yapısı bir sınırlama işlemini de içinde taşır. "*Her sınır uzamı/alanı ortadan ikiye ayırmaktadır. Burası ile orası, içerisi ve dışarısı, en nihayetinde ise biz ve onlar*." Sonuçta, her kendini tanımlama, sınırın bir yanında bulunup, öte yanında bulunmayan ayırt edici bir özelliğin veya özellikler toplamının vurgulandığı bir karşıtlığı dile getirir (Bauman 2017, 15).

Bir biz yaratmanın kurgulanması bugün de devam etmektedir. Siyasi topluluklar "*yabancı virüslerden*" kendilerini yabancıları patolojikleştirerek korumaya çalışır. Biz ve onlar karşıtlıklar altında sürekli tanımlanır. Tanımlama bugün daha çok söylem kurguları ve anlatılar yoluyla gerçekleşir. Anlatılar da tıpkı tanımlar gibi bir sınır çizer ve yabancıya karşı kendi üstün özelliklerini ortaya koyan bir toplum yaratır. Anlatılar bugün tarih yazımıyla yakından ilişkilidir. Tarih yazımında kullanılan bir biz yaratma ise Batı Merkezci bir bağlamda sıklıkla karşımıza çıkar.

Avrupamerkezcilik fikri sığ ama yaygın bir sorunun ürünü gibi gözükmektedir. Neden zenginlikleri ve görece ekonomik refahı ve nüfusuyla Doğu atılım yapamadı da demografik açıdan kısıtlı ve gelişmesi bakımından sınırlı olan Batı, Doğu karşısında bu derece üstünlük sağladı? Soru başka bir soruyla pekiştirilir: Dünya üzerinde hâkimiyet kuran Batı, yükselen Doğu güçleri karşısında gerilemekte midir? (Diamond, 2021). Yine, Niall Ferguson Uygarlık: Batı ve Ötekiler (2017) alt başlığı ile yazdığı kitabında Diamond'un metodunu benimser, hatta ondan esinlenmiş gibidir. Başlangıçtaki soru yapısal olarak aynıdır ve cevaplar bilimsel gelişmelerden daha çok ekonomik, siyasi ve askeri olarak yanıtlanır: Ferguson, 1500'lü yıllardan itibaren Doğu karşısında böylesine nüfusu az, gelişmemiş, uygarlıktan yoksun ve salgın hastalıklarla uğraşan küçük Avrupa'nın nasıl Doğuya galebe çaldığı sorusuyla ilgilenir. Ancak cevaplar çok tanıdıktır: Rekabet, Bilim, Durağanlık, Eğitim, Akademik Disiplin, Çalışkanlık... Ferguson'un soruları metot bakımından aynı olmakla birlikte sonuçları itibariyle de benzerlik göstermektedir: Dünyaya bir şekilde beş yüz yıldır hükmeden Batı Uygarlığı gerilemekte midir? Yazar bu çerçevede Rising China Empire (Yükselen Çin[Richard Van Alstyne'ın Yükselen Amerikan İmparatorluğu eserine atıf]) karşısında Avrupa ve ABD'nin güç kaybettiği, küresel hâkim gücün el değiştirebileceği endişesi ve korkusunu kendi açısından sorgulamaya koyar. Avrupamerkezcilik'in nirengi noktalarından birisi de Çinli Hadım Kâşif Zheng He'nin Çin deniz seferlerinden döndükten sonra Çin Hanedanının bu keşif gezilerinden vazgeçmiş olmasıdır. Bu vazgeçiş keşif zenginliklerinden Çin'i mahrum bırakırken, aynı zamanda parçalanmış ve rekabet halindeki Batı için Despotluğun ve merkeziliğin zararları olarak açıklanmaktadır. Bu keşifler Çin için bir güç gösterimi olarak adlandırırken, Avrupalıların amacı egemenlik kurma ve fetih arzularına dayandırılmaktadır (Ferguson, 2017,

58). Böylelikle Dünya Tarihi yazımı Avrupamerkezci bir perspektiften, Doğu'yu yoklukların alanına hapsettikten sonra daha kolay olacaktır. Nitekim "*Doğulu toplumların bir tarihi yoktur, çünkü onların bir devletleri yoktur*" (Akt: Bhambra, 2015, 20) diyen Hegel ancak böyle haklılaştırılabilir ve dünya tarihi köle-efendi diyalektiğine bu yolla indirgenebilirdi.

Böylece, Dünya Tarihi yazımının kendisine dair bir eleştiriden yola çıkan bu çalışma, bu yazına karşı batı dışı toplumların nasıl cevap verdiğine dair bir açılım sunar ve dünyanın kalabalık ailesi içerisinde kendi anlatısına kavuşması için batı dışı toplumların neden *medeniyet* gibi bir kavramın kullanılamayacağını ve kullanıldığında *ne ölçüde* Batının dışarıda bırakan anlatısına katılacağını sorgular. Yokluğun ve boşluğun alanına itilmiş Doğu 16. Yüzyıl itibariyle Dünya Tarihine çok da katkı vermez gibi düşünülür. Bu düşünce bir zihin alışkanlığı olarak bugüne kadar özgün düşüncenin ortaya çıkmasını da engellemiştir. Düşüncenin kaynağı öteki olduğunda ve kendini tanımlama ötekinin bakışıyla yapıldığında anlatılarda boşluk doldurulamamaktadır. 16. Yüzyıla kadar eşsiz bir medeniyet yaratmış olan İslam'la birlikte bugünü düşünmek gelecek için bir düşünce pratiği sunamamaktadır. Bu şekildeki bir düşünce pratiği ve kavrayış, sadece İslami toplumlar da değil genelleştirilerek diğer Doğulu toplumlarda da kendi bilgi sahasının dışına çıkılması ve yeni bir bilgi alanına dâhil olunmak istenmesi gibi gerilimler ortaya çıkarmıştır. Anlatılardaki boşluk ve çatlaklar büyümüştür (Shayegan, 2018).

1. Sorunlu Bir Dünya Tarihi Yazınını Kritik Etmek

"*Bizlere okulda ve okul dışında Batı diye adlandırılan bir varlığın bulunduğu ve bu Batı'yı diğer toplum ve uygarlıklardan bağımsız, hatta onlar karşısında konumlanan bir toplum ve uygarlık olarak düşünebileceğimiz öğretildi. Çoğumuz bu Batı'nın bir soyağacı olduğuna inanarak büyüdük. Bu soyağacına göre, Yunanistan Roma'yı, Roma Hıristiyan Avrupa'yı, Hristiyan Avrupa Rönesans'ı, Rönesans Aydınlanma'yı, Aydınlanma siyasal demokrasi ve Sanayi Devrimi'ni doğurmuştu. Sanayi ile demokrasinin birleşmesinden de ortaya yaşam, özgürlük ve mutluluk arayışı haklarının somutlaştığı ABD çıkmıştı*" (Wolf, 2019, 6).

Wolf devam eder, çalışmanın omurgası da bu devam pasajında saklıdır: "*Bu tür bir gelişim şeması yanıltıcıdır. Yanıltıcıdır, çünkü öncelikle tarihi bir manevi başarı hikâyesine, yarıştaki her koşucunun özgürlük meşalesini bir sonraki koşucuya teslim ettiği, zamana yayılmış bir yarışa dönüştürüyor. Bu şekliyle tarih, erdemin daha ileri taşınmasını, erdemlilerin kötüler karşısında nasıl muzaffer olduklarını anlatan bir hikâye haline geliyor. Çoğunlukla da bu, kazananların erdem ve iyiliklerini galip gelerek nasıl kanıtladıklarına dair anlatılar ortaya çıkarıyor. Eğer tarih, manevi bir amacın zaman içinde gerçekleşmesi ise, o halde bu gerçekten hareketle bu amaca sahip çıkanlar, tarihin önceden seçilmiş aracıları kimliği kazanır*" (Wolf, 2019, 6).

Wolf'tan hareketle böyle bir hikayenin bugün tasavvur ettiğimiz dünyada hala geçerli olduğu görülür. Erdemliler anlatısı birçok eserde karşımıza çıkmaktadır. Dünya Tarihi kitapları ve makalelerin tıpkı bu şematik tabloya göre örnekleri mevcuttur. Bunlar Türkçe ve İngilizce literatürde de oldukça geniş yer bulur: Bauer, Antik Dünya, 2018; Bauer, Ortaçağ Dünyası, 2022; Bauer, Rönesans Dünyası, 2022; Braudel, 2014; Diamond, 2021; Ferguson, 2017; McNeill, Dünya Tarihi, 2021; McNeill, The Rise of the West: A History of the Human Community, 2009; Curtin, The World and the West, 2002.

Bu nedenlerle her dünya tarihi anlatısı biraz sorunludur. Çünkü bir sınır çizer. Sınırın kendisi sorunludur. Hem içine dahil ettikleri hem dışında bıraktıkları yöntemsel olarak bir dünya kurma edimi (worlding) gerektirir. Dışarıda bırakılan alan ya boş bırakılır ya da içi genelleyici bilgilerle doldurulur; Oryantalizm gibi. O halde bir merkez kurma ve oradan diğerine projeksiyon tutma haritalar kadar düşüncelerimize yansımıştır. *"Tüm bu özelliklere ve onların neden olduğu gelişmelerden yoksun olarak tasavvur edilen bir Doğu Tarihi, bu biricik ve çok özel olarak tasavvur edilen Avrupa tarihinin bir arka planını oluşturmaktadır. Avrupa'nın özelliği, özel olmayanla kıyaslandığında ortaya çıkar. Doğu'nun tarihine bir yokluklar alanı olarak Avrupa tarihinin üstünlüğünü kanıtlamak için sahnelenmiş bir oyunda, bir figüranlık görevi verilmiştir sanki"* (İslamoğlu, 2014,13).

Dünya tarihi anlatısında ikinci sorun; Batı-merkezli tarih yazımıdır. Hegelden mülhem, tarihçilerin "*Doğulu halkların devleti olmadığı için tarihleri de olmayacağı*" ön kabulü dünyanın 16. yüzyıldan itibaren Batının kurmuş olduğu politik ve ekonomik sistem içerisinden dünyanın ve onun tarihinin anlatılmasıyla sonuçlanır. Şarkiyatçılık gibi disiplenler yoluyla biçimlenir ve kurumsallaşır (Said, 2016). *Şarkiyatçılık* geniş bir kavramsal örüntüde tarihin yeniden okunmasına imkân vermektedir. Bu kavramsal örüntü Batı düşünce dünyasının temel dinamiklerini yansıtması bakımından önemlidir. Kavram setinin bir ucunda iktidar, diğer ucunda özne varken; ortasında entelektüel, Avrupa-merkezci yaklaşım, nesne-özne ikiliği, hegemonya, temsil, kültür vs. egemene ait birçok kavram bulunur. Kavram setinin bu yapısını sorgulamaya açmak, eleştirmek, yeniden yorumlamak ve nesnel bilgiye ulaşma çabasında Edward Said'in yazmış olduğu Şarkiyatçılık, *Kültür ve Emperyalizm* (2016) *Medyada İslam* (2008) ve *Yeni Binyılında Filistin Sorunu* (2004) kitaplarıyla bir bütün oluşturarak tüm kültürel temsillere ve özcü yaklaşımlara eleştiri getirerek bir temel teşkil eder. *Şarkiyatçılık*, Oryantalizmin masum olmadığını da teyitlemektedir. Oryantalizm, geçmişi çarpıtmanın bir yolu olarak nesnel bilgi ve hakikatlerin önünde bir bariyer gibi durmaktadır. Geleceğe ilişkin kavramsal örüntüyü ve evrensele ulaşma çabasını da değersizleştirir, belirsizleştirir veya siler. Hakikatler bütünü, tarih ve bilgiler yığınının Oryantalizm yollu nasıl belirsizleştirildiği ise yerleşik düşünceleri derinden sarsacak olan Edward Said'in *Şarkiyatçılık* adlı eserinin başarısıdır (Özdemir, 2019).

Ayrıca bir dünya ve onun tarihi bir müktesebat oluşturacak biçimde ortaya çıkmışsa, bu Doğu ve Batı'nın karşılaştığının ve karşılaşma alanlarının varlığını gösterir. Bu da toplumların hayatiyetinin geçmişten bugüne sürdüğünü ve hayat damarlarındaki kanın aktığının göstergesidir. Oryantalizme giden yolun sınırlarını belirlemek adına Bhambra'nın (Moderniteyi Yeniden Düşünmek, 2015, 15) eseri benzersiz bir uğrak alanı sunar. Bhambra, "moderniteyle başlayan süreçte Batının değişimin öncüsü ve lideri olduğuna, bu anlayıştan kaynaklanan evrensel failliğine ilişkin sava ve en önemlisi bütün *"modernite fikirlerinin fark ve kopuş"* gibi teorilere dayandığı anlayışlara itiraz eder" Bhambra, modern dünyanın *fark* ve *kopuş* fikirleriyle diğerlerinden ayrıldığı savlarına itiraz ederken aynı zamanda bu fark ve kopuşun modern dünyanın eşsiz bir biçimi olarak sunulan *"geleceği ipotek altına alma"* yaklaşımına da itiraz etmektedir.

Karşılaşma alanına dair güçlü sav *dünya düzeni* kavramıyla daha güçlü bir şekilde anlaşılabilmektedir. Eleştirel dünya tarihi okumaları İslam'ın 7. Yüzyılla birlikte başlayan hızlı

yayılmasıyla birlikte Doğu'nun başını çektiği bir dünya düzeni oluşmuştur. Ticaret güzergâhlarının ve bu güzergâhların İslam devletlerinin kontrolü altında olması güçlü bir ekonomik-coğrafya yaratmıştır. Nitekim İslam'ın yayılmasından önce de Kuzeybatı Avrupa dışında devletlerin gelişimine, düşüncenin yeşermesine ve kurumların oluşmasına tanık oluruz. Marshall Hudgson da (Hodgson, 2018) eserinde bu panoramanın betimlemesini yapar. Marshall Hodgson Karl Jaspers'in bir kavramsallaştırması olan *Mihver Çağ*'dan hareketle yola çıkar. Karl Jaspers, M.Ö 800-200 yıllarını kapsayan zaman diliminin, Doğu'da Çin, Himalayalar'ın güneyinde Hint, Grek ve Anadolu Yarımadalarında Grek veya Avrupacı ve Nil'den Amuderya'ya kadar olan bölgede İran- Sami olmak üzere dört yaratıcı kültür geleneğinin ortaya çıktığı bir çağ olduğunu ifade eder. Aynı zamanda bu dört yaratıcı kültür geleneğinin de ortaya çıktığı yer Afro-Avrasya "*ökümenidir*". Yazılı eserlerin ortaya konduğu, mali mübadelenin başladığı, etkileşim ve değişimin arttığı, entelektüel ve yaratıcı eserlerin görünmeye başladığı ve belki de en önemlisi modern zamanlar öncesinde yazılı geleneklerin en büyük motiflerinin görüldüğü bir çağdır. Bir başka deyişle Konfüçyüs'ün, Buda'nın, Zerdüşti'nin, Sokrates'in ve Isaıah'ın çağıdır ve modern dönemlere kadar şehirleşmiş halkların ifadesini bulduğu bir dönemdir. İslam'ın artık yayılmasının kurumsallaştığı 13. Yüzyıla gelindiğinde ise ökümendeki kayda değer değişimler ise İslam eliyle gerçekleşiyordu. Bu değişiklikler sadece Nil'den Amuderya'ya kadar olan bölgeyle sınırlı kalmıyor, Hindistan ve Akdeniz boyunca da uzanıyordu. Bu değişimler genellikle şehirleşmiş hayatın kültürel faaliyetleriyle ilgiliydi. Sudan, Kuzey Avrupa, Çin, Malezya bu değişikliklere sadece ürünleriyle değil fikirleriyle de katılıyorlardı. Sözü edilen dünya içerisinde İslam toplumu merkezi bir konuma yükseldi. Bu nedenle *16. Yüzyılda ana akışa katılan bir halk varsa o da Portekizlilerdi, Müslümanlar değil*. İslam Hint ve Çin geleneğinin yoğun etkisi altında kalan İran- Sami kültürünü de tekrar canlandırmakla kalmadı, Sanskrit geleneğiyle de kaynaşıyordu. Ökümenin Anadolu ve Balkanlar kesimi 13. Yüzyılda Müslümanların egemenliğine girerken aynı zamanda Hint alt kıtasında Müslüman güçler yoğunlaşıyordu. Güney İtalya ve Sicilya kontrol edilmese de İslam'ın yoğun etkisi altındaydı. Kısacası Afro-Avrasya ökümeninde Hint ve Akdeniz boyunca şehirleşmiş toplumlar İslam altında birleşiyordu. 16. Yüzyılda Müslümanlarının kültür ufkunu yansıtan bir örnek vermek gerekirse Aquinaslı Thomas İspanya'dan Macaristan'a ve Sicilya'dan Norveç'e kadar okunurken İbn Arabi İspanya'dan Sumatra'ya, Shawili sahilinden Volga nehrinden Kazan'a kadar okunuyordu (Hodgson, 2018, 230-35).

16. yüzyıldaki ana akış ve dünya düzenine adapte olma bağlamında literatürdeki diğer eserler de bu görüşü desteklemektedir. Özellikle ticaret doğrultusunda ve bu ticaretin etkileri bakımından düşünülen bu fikirler çoğunluktadır. Bu eserlere bakıldığında ise "bağlantılı tarih yazımı" başa çekmektedir. Bağlantılı tarih anlatımına geçmeden önce, İpek Yolu'nun sadece ticaret güzergahı olmadığını açıklayan Frankopan tıpkı Diamond gibi hastalıkların, fikirlerin, salgınların ve düşüncelerin de bu güzergahta merkezi bir yeri aldığını ifade eder (Frankopan, 2018). Aynı şekilde 15. Yüzyılda Portekiz'in Ceuata fethi de İslam'ın yaratmış olduğu dünya düzeni ve ekonomik sisteme katılım (Wolf, 2019) emaresidir. Bu görüşü destekleyen diğer bir önemli eser ise Immanuel Wallerstein'in Dünya Sistemi teorisini yeniden yorumlayan *Avrupa Hegemonyasından Önce* (Abu-Lughod, 2020) kitabıdır. Abu Lughod, bu kitabında modern dünya ekonomisinin kökenlerinin 16. Yüzyılda değil 13. Yüzyılda saklı olduğunu vurgular.

Dünya Tarihi yazınında başka bir eleştiri ise *bağlantılı-dünya tarihi* yaklaşımıdır. Bu yaklaşıma göre Dünya'nın modern anlamda bugünü dışarıda bırakılan önemli şehirler ve bölgelerden bağımsız değildir. Ekonominin ve devlet yönetme sisteminin işlevsel olarak hayat sürdüğü bu yerler Dünya Tarihi'ne katkıları bakımından dışarıda bırakılamayacak kadar ehemmiyete haizdir. Wolf, bu bağlamı *Border* (Sınır) ve *Frontier* (Ön Bölge) kavramlarıyla açıklar. Gerçekten de bazı şehirlerin ve merkezi yerlerin birkaç kasabayı kendisine çektiği, alışverişin merkezi konumda olduğu ve bilimin kendisinden yayıldığını bikmekteyiz. Halep ve Bağdat gibi, Kudüs ve Semerkant gibi merkezlerin bir ön bölge olarak Dünya Tarihindeki ve sistemindeki yeri kuşku götürmeyecek biçimde kuvvetlidir.

Her ne kadar bağlantılı tarih yaklaşımı önem kesbetse de eleştirileri totalleştirememek ve bağlantılı coğrafyayı genele yayamamak gibi sıkıntılar taşımaktadır. Bağlantılı tarih anlayışında ilginç bir yaklaşım Sharman'dan (Zayıfların İmparatorlukları, 2021) gelmektedir. Geoffrey Parker'in *Askeri Devrim* teorisini yeniden ele alan Sharman'a göre Avrupa'nın gerçekleştirmiş olduğu askeri devrim sadece Avrupa içiyle sınırlı kalmıştır. Yayılmayacalığın başladığı 16. Yüzyılla birlikte Avrupalı devletler bu devrimden doğan yeni taktiksel ve stratejik askeri kazanımları sömürge coğrafyasında pek kullanmamıştır. Daha çok sömürge topraklarında yerleşik otoriteler ile bir kazan-kazan ilişkisine dayanarak denizlerde faaliyet göstermeyi seçmişler ve karanın yönetim faaliyetleri yerleşik otoritelere devredilmiştir. Denizden lojistiğini sağlayan Avrupalı devletler karayla oldukça az ilgilenmiş, karada hüküm süren otoriteler ise kendilerini rahatsız etmediği sürece denizlerle pek alakadar olmamışlardır. Yine de bu yaklaşım denizi sadece Avrupalı devletlere bırakmak gibi genel bir kanaati yansıttığı için sorunlu görülmektedir.

Bağlantılı tarih yaklaşımı ve dünya tarihi için genel kanaate farklı bir bakış açısı sunan diğer bir yaklaşımsa Christopher Bayly'dir. Bayly'in (Modern Dünyanın Doğuşu, 2021) eseri hem dünya tarihi eleştirilerinin bir toplamı hem de bağlantılı tarih yaklaşımlarının bir derlemesi gibi görünmektedir. Eleştirel Dünya Tarihinin çoğu, bir bölgenin veya bir ülkenin yerel ve özsel niteliklerinden sadece biri veya birkaçını anlatırken, yukarıda da değinildiği gibi anlattığı bölgenin ölçeğini ve etki sahasını genişletmek de zorlanır. Bayly, diğerlerinden sadece bölgesel bir konumu ve meseleyi uluslararası bir anlatıya dönüştürmekle değil aynı zamanda *bağlantılı'lar* arasında kurduğu dünya ölçeğiyle ayrılır. Bayly'in temel iddiası dünya için bir *arkaik küreselleşmenin* varlığıydı ve modern zamanlar öncesinde de dünya küresel bir yerdi. Bayly'in *arkaik küreselleşme* olarak adlandırdığı bu olgu; hem dünya genelinde coğrafi farklılıklara rağmen tarımsal egemenliğe dayalı yönetim sistemlerinden dolayı yaşam tarzlarının benzer olduğu hem de askeri, siyasi ve ekonomik düzenlerin birbirlerini çok yakın olmasını imler. Fransız ve Sanayi Devrimleri her ne kadar Batı'nın katalizörü olsa da ve Doğu için bir geri çekilme anlamı ihtia etse de dönüşümün hızı düşüldüğü kadar hızlı değildir. Evrimsel bir süreçten bahsetmek gerekirse bu 16. Yüzyıl gibi geç bir tarihte değil 18. Yüzyılın ikinci yarısında başlayan bir devinimdir. Nitekim Bayly'in bu savı diğer bir eseri olan (Modern Dünyanın Yeniden İnşası, 2022) ile yerli yerine oturtulacaktır. Bağlantılı bölgelerin bu niteliklerini yitirmesi ve dünyanın diğer tarafıyla bir kopuş ilişkisine girmesi Doğunun kurmuş olduğu dünyanın yeni bir kabuğu olan Avrupa'nın modern dünyayı yeniden ele almasıyla olacaktır.

2. Neden medeniyet kavramı eleştiri için kullanışlı bir kavram değildir?

Dünya Tarihi anlatılarının eleştirisi bir cevap verme gereği doğurmuştur. Eleştiriler genellikle modernleşmeye ve onun getirdiklerine ilişkindir. Doğunun, özelde ise İslam Dünyasının kendini yeni bir anlatıyla var etmesi ve mevcut anlatıların dışına çıkarak yeni bir düşünce pratiği geliştirmesi farklı cevaplar yoluyla olmaktadır. Bunların en başında gelen ise eşsiz bir kültür yaratımı olarak İslam Medeniyetinin benzersiz özelliklerinin soykütüğünün çıkartılması ve bu medeniyetin tekrar canlılığının sağlanmasıdır. Ancak medeniyet bir düşünme biçimi olarak oldukça sıkıntılı bir kavramdır. Öyle ki medeniyet kavramını merkeze alan yaklaşımlar düşünceyi sınırlandırır. Sınırlamanın birçok nedeni vardır. Başlıca nedenler medeniyet kavramının kendisinin *tarihselleştirilememesi*, medeniyetin Avrupalı bir kavram olması, geçmişi yücelten medeniyetin geleceğe ilişkin bir düşünce izleği sağlayamaması, özcü genellemelerin medeniyet kavramı için geçerli olması, medeniyetin muğlak bir kavram olması ve en nihayetinde sosyal bilimler için kullanışlı bir kavram olmamasıdır.

İlk olarak medeniyet Avrupalı bir kavramdır. 17. Yüzyıla gelindiğinde ve Avrupa yayılmacılığı belli bir seviyeye ulaştığında Avrupa'nın medeniyet anlayışı diğerlerine/ötekilerine bir uygarlık götürme işlevine dönüşmüştür. Nitekim adabı muaşeret kurallarında başlayan (Eagleton, 2019) ve medeni insanın özelliklerini yansıtan yeni davranışlar bütününün yokluğu da Avrupa'da işaretlenir (Elias, 2017). Bazı Avrupalı düşünürlerin de medeniyetleştirme misyonu hakkındaki görüşleri açık seçiktir. Özellikle Montesquieu ve Tocquevelli gibi isimler örnektir. Montesquieu'nun iklim ve insan karakteri üzerinde *Şark despotizmnii* haklı çıkarması ünlüdür. Tocquevelli ise, Fransa'nın ulusal çıkarları ve menfaatleri adına savaşa girmesinin gerekli olduğunu belirtir. Hatta Cezayir'e yönelik savaşın Fransız kamuoyunda rağbet görmemesi düşünürü endişeye sevk etmiştir. Çünkü Cezayir'deki barbar kabilelerden çekinen ve savaşa girmeye imtina eden Fransa için tüm dünyanın önünde küçük düşecek, mağlubiyeti ve güçsüzlüğü uluslararası arenada kabul edilecektir. Bu geri çekiliş aynı zamanda geri kalmışlığın bir kabulüdür ona göre. Bu nedenlerden dolayı savaşa girmek ulusal çıkar ve imaj adına olmazsa olmaz bir adımdır (Curtis, 2015). Tocquavelli'nin Cezayir'de *Kabiliyeliler* üzerinden yaptığı araştırma dikkat çekicidir. Tocquevelli, ulusal çıkarlara yardım etmeye ve yol göstermeye devam eder: "*Kabiliyeliler, Fransa'yla savaşa girmeye, Araplardan daha az meyillidir. Bu da silah yoluyla değil, gelenek ve göreneklerin ve görüşlerinin farkına vardırmadan değiştirilmesiyle ve kurnazlıkla boyunduruk altına alınabilecekleri anlamına gelir. Fransa, Kabiliyeliler'in ruhuna nüfuz edebilir. Kabiliyeliler artık Fransa'nın hırslarından korkmaz ve kendilerini Fransız kanunlarının koruması altında hisseder hale geldiğinde; Fransa'da "özgürlükleri konusunda korku duymayı bıraktıkları anda bu yabanileri medeni insanlar haline getirecek olan gizli cazibenin vaktinin geldiğini"* hissedecektir" (Curtis 2015, 227). Bu düşüncelerin benzerlerini ya da muadillerini Max Weber, Karl Marks ve Edmund Burke gibi isimlerde de görmek mümkündür. Dolayısıyla her medeniyet tasavvuru ileride olana yetişmek ve diğerleriyle aynı seviyeye gelmek anlamlarını içinde taşıdığından medeniyet ile ilgili düşünce pratikleri bu misyon fikirleriyle bir noktada kesişecektir.

İkinci olarak medeniyet gibi bir düşünce pratiği tarihselleştirilememe gibi bir durumla karşı karşıyadır. Tıpkı Avrupamerkezi yazarların yaptığı gibi her Doğulu medeniyet tasavvuru

lineer bir izlek taşır. Medeniyetle birlikte düşündüğümüzde araştırmaların sonucu araştırmayı yapanları 16. Yüzyılda kilitleyecektir. Nitekim böyle anlatılar daha çok 16. Yüzyıla kadar Doğu dünyası nasıl bir yolla güçlendi? Sorusu yerine 16. Yüzyılda ne oldu da Doğu dünyası geri kaldı? Olarak soruyu hatalı sorar. Lapidus'un da yaptığı gibi (Lapidus, 2020). Avrupamerkezci bakışla bir keşisim de burada farkedilir. Zira bu yüzyıldan sonra kaotik bir Doğu dünyası resmedildiğinden anlatı için tutarlı malzeme bütünü oluşturulamayacaktır. Böyle anlatılar, kesinlikle, medeniyet tasavvurunun bir geri çekilme, bir sona erme bir durdurulma veya bir kırılma ile karşılaştığını bizlere söylecektir. Geçmişi tutarlı kılamayan bu anlatılar gelecekle de çok fazla ilgilenmezler. Oysa ki gelecek geçmişten daha yakın durmaktadır ve İbn Haldun bunu bize göstermektedir (Mahdi, 2022).

Üçüncü olarak Medeniyet herkesin kullandığı muğlak bir kavrama dönüşmüştür. Muğlaklığı kendisini tanımlayan niteliklerin yanına yeni özellikler eklenmesiyle birlikte ilerlemiştir. Politika, etik, hukuk kavramları da medeniyet içine dahil edilmiştir. Bu anlam fazlalığı onun içini boşaltmıştır. Sanki İslam toplumlarında veya Doğu ülkelerinde kurumsallaşmamış başka bir yapı yokmuş veya toplumsal düzeni oluşturan temel kaidelerden yoksunmuş gibi. Bu yaklaşım anlatının dil ve üslubuna da etki eder. İçeriden bakış ve medeniyetin durdurulması ve kırılmaya uğrması esefle ve hayal kırıklığı ile anılır. Bunun en tipik örneği Türk Edebiyatında Cemil Meriç'tir. O eserlerinde geçmişin gücüyle bir yandan hülyalı fetihler düşler öte yandan medeniyet yoksunluğundan dolayı öfke ve gazapla bir mağdur gibi konuşur (Gürbilek, 2018).

Son olarak Samuel Huntington'ın Medeniyetler Çatışması Tezi hala tazedir (Huntington, 2020). Medeniyetin özcü kavramlarıyla konum almak bu çatışma olasılığını artırır. Farklılıkların zenginliklerini ve evrensel düşünceyi bir savaşın içine çeker (Yılmaz, 2020). Özcü genellemeler ve medeniyetlerin kendilerine içkin yaklaşımları evrensel düşünce ve dünya barışı için tehlikedir. Bu sosyal bilimler mantığında da yer alamayacak ve yer almaması gereken bir anlayış olarak medeniyet kavramının sosyal bilimler için de kullanışlı olmadığını bize göstermektedir.

3. Sonuç

Medeniyet kavramının dünya halkları arasındaki yerini arayan ve dünya şölenine katılmak isteyen toplumlar için neden kullanışlı oldmadığını betimleyip araştırmacılar için yeni bir düşünce pratiği sunan bu çalışma, temellendiği yaklaşım itibariyle anlatılara ve anlatıların vücuda geldiği Dünya Tarihi yazınını takip etmiştir. Sistematik bir literatür taramasının sonucu olarak hem dünya tarihi hem de medeniyet kavramının bağlantısını ve eleştirilerini ortaya koyan bu çalışmada düşüncenin ketlenmemesi ve evrensel düşüncenin serpilip gelişmesi için bu anlamda literatüre katkı vermeyi de hedeflemiş ve bunu en başta yerleşmiş kavramlara karşı çıkarak yapmıştır. Sonuç olarak dünya tarihi anlatılarının bir eleştirisine dayanan bu çalışmada tek düşünce kaynağının medeniyet kavramı olmadığı anlatılmaya çalışılmıştır.

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Afet Tahvilleri Üzerine Bir İnceleme

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ÖZET

Afetler, Dünya'nın birçok yerinde meydana gelmektedir. Oluşan afetler bireylere, çevreye ve ekonomiye ciddi boyutta zararlar verebilmektedir. Afetlerin giderek artmasıyla birlikte büyük ekonomik kayıplar yaşanmakta ve ülkelerin afetlere karşı savunmasız olma durumu ülke ekonomilerini olumsuz etkilemektedir. Finans sektöründe yenilikçi çözümler geliştirmeye yönelik yeni bir finansal araç olan afet tahvilleri, ülkelerde meydana gelen afetlerin olumsuz etkilerini en aza indirmek ve afet risklerini yönetebilmek için önem arz etmektedir. Sigorta bağlantılı menkul kıymetler (ILS) biçimi olan afet tahvilleri, afet risklerini sermaye piyasalarına transfer etmek ve afet risklerinin etkilerine karşı ülkelerin finansal dayanıklılığını güçlendirmek ve sürdürülebilir ekonomik kalkınmayı desteklemek için önemli bir araç olarak değerlendirilmektedir. Bu çalışmada, yeni bir finansal enstrüman olan afet tahvillerinin incelenmesi ve finans sektörüne etkileri üzerinde değerlendirme yapılması amaçlamaktadır. Çalışmada kullanılan ikincil veriler, içerik analiz yöntemi ile incelenmiştir. Araştırma sonucuna göre, afetlerin sayıları arttıkça afet tahvil ihraçlarına ihtiyaç duyulduğu görülmektedir. Bu doğrultuda, afet risklerinin etkin yönetimi için afet tahvil ihraçları arttırılmalıdır. Afet tahvil ihraçlarının artması ile risk paylaşılarak hükümetlere ve işletmelere hızlı finansman sağlanacağı, finansal piyasalarda finansal istikrarın artacağı ve toplumların afet sonrası normal yaşamlarına dönme sürecinin hızlanacağı değerlendirilmektedir.
Anahtar Kelimeler: Finans, Sermaye Piyasaları, Alternatif Finansman Yatırım Araçları, Afet Tahvilleri

A Study on the Catastrophe Bonds

ABSTRACT

Catastrophes occur in many parts of the world. Catastrophes can cause serious damage to individuals, the environment, and the economy. With the gradual increase in catastrophes, great economic losses are experienced and the vulnerability of countries to catastrophes negatively affects the economies of the countries. Catastrophe bonds, which are a new financial instrument for developing innovative solutions in the financial sector, are important in minimizing the negative effects of catastrophes in countries and in managing catastrophe risks. Catastrophe bonds, a form of insurance-linked securities (ILS), are considered an important tool to transfer catastrophe risks to capital markets, strengthen the financial resilience of countries against the effects of catastrophe risks, and support sustainable economic development. This study, it is aimed to examine catastrophe bonds, which are a new financial instrument, and to evaluate their effects on the financial sector. Secondary data used in the study were analyzed by content analysis. According to the results of the research, it is seen that there is a need for catastrophe bond issuances as the number of catastrophes increases. In this direction, catastrophe bond issuances should be increased for effective management of catastrophe risks. It is evaluated that with the increase in catastrophe bond issuances, rapid financing will be provided to governments and businesses by sharing risk, financial stability will increase in financial markets, and the process of returning to normal lives after the catastrophes will accelerate.
Keywords: Finance, Capital Markets, Alternative Finance Investment Instruments, The Catastrophe Bonds (CAT)

GİRİŞ

Afet tahvillerinin gelişimi, 1990'lı yıllardan beri sürdürülebilir finans alanındaki en önemli finansal yeniliklerden biri olduğu söylenebilir. Afetler, hem işletmeleri hem de bireyleri mali açıdan olumsuz etkilemektedir. Afet tahvilleri ya da diğer adıyla sürdürülebilir tahviller, afetlerin olumsuz etkilerini en aza indirmek için ortaya çıkan bir finansal araçtır. Geleneksel reasürans sisteminin tamamlayıcısı olarak görülen sigortaya dayalı menkul kıymetler arasında yer alan afet tahvilleri, sel, kasırga, orman yangınları, terörizm ve deprem gibi afet risklerini yönetme ve afet sonrası iyileştirme süreçlerini hızlı bir şekilde finanse etme imkânı sağlamaktadır. Ayrıca afet tahvillerinin, ülkelerin sürdürülebilir ekonomik kalkınmasını desteklemek için kullanıldıkları görülmektedir.

Son yıllarda giderek artan afetlerin sıklığı ve büyüklüğü, sigorta sektöründeki işletmelerin afet risklerini yönetmek ve finansal güvence sağlamak için daha fazla çözüm aramalarına neden olmuştur. Bu noktada, reasürans sözleşmelerinin yanı sıra sermaye piyasalarından afet tahvilleri gibi finansal araçların da daha fazla önem kazandığı görülmektedir. Afet tahvilleri, bir afet durumunda belirli bir riskin gerçekleşmesi durumunda yatırımcılara ödeme yapmayı taahhüt eden sigorta bağlantılı menkul kıymetler (ILS) biçimi olan yüksek getirili finansal araçlardır. Bu tahviller, sigorta işletmelerinin genellikle bir afetten kaynaklanan riski tipik olarak bir reasürör aracılığıyla yatırımcılara aktarmakta, yatırımcıların da varlık portföylerini çeşitlendirmesine olanak tanımaktadır. İhraççılar, afet riskini sermaye piyasalarına transfer etmek ve afetlerin yaratacağı riskleri paylaşmak için bu tahvilleri ihraç etmektedirler.

Dünya'da yeni bir finansal araç olarak ortaya çıkan afet tahvilleri, yatırımcıların ilgisini çeken finansal araçlar olarak değerlendirilmektedir. Birçok işletme afet risklerini finanse etmek ve afetlere hazırlık çalışmalarını desteklemek için afet tahvilleri ihraç etmektedir. Fakat Türkiye'de afet tahvilleri ile ilgili yatırımcı ilgisinin henüz beklenen düzeyde olmadığı ve bu alanda yapılan çalışmaların sınırlı olduğu belirtilmektedir (Öztürk 2019; Ando vd. 2022). Bu çalışmada, finansal piyasalar içinde yeni bir finansal araç olan afet tahvillerinin incelenmesi ile finans sektörüne etkileri üzerinde değerlendirme yapılması amaçlamaktadır. Bu çalışmada, afet tahvillerin özellikleri ifade edilmekte, avantajları ve dezavantajları ele alınmaktadır. Ayrıca afet tahvil ihraç örnekleri detaylı olarak açıklanmakta ve yıllar içerisindeki ihraç verileri içerik analiz yöntemiyle incelenmektedir. Yapılan çalışmanın, afet tahvillerinin anlaşılmasına katkı vermesi, ülkelerin afetler karşısında finansal dayanıklılığını güçlendirmesi ve sürdürülebilir ekonomik kalkınmayı desteklemesi açısından önemli olduğu değerlendirilmektedir. Ayrıca çalışma ile Türkiye'de finansal piyasalarda afet tahvillerinin gelişimine katkı sağlanması hedeflenmektedir.

1. FİNANSAL PİYASALAR VE AFET RİSKİ

Finans, üretim, harcama, borçlanma ve borç verme kararlarının incelenmesini kapsar. Finans, bireyler, işletmeler, hükümetler ve yabancı yatırımcılar gibi çeşitli aktörler tarafından fonların toplanması, yönetilmesi ve kullanılmasıyla ilgilenen bir alanı ifade etmektedir (Burton vd., 2015: 4). Finansal sistem, tasarrufları teşvik eden ve onları en verimli alanlarda kullanmaya yönlendiren bir sistem olarak tanımlanmaktadır (Gomez, 2008). Finansal sistem, fonların en etkin bir şekilde dağıtılmasını sağlayarak bir ülkenin ekonomik kalkınmasında önemli rol oynamaktadır (Gomez, 2008; De Haan vd., 2009).

Finansal sistem, finansal piyasaları ve kurumları içerir. Finansal piyasalar, genellikle vadesine göre para piyasası ve sermaye piyasası olmak üzere ikiye ayrılır (Gomez, 2008). Para piyasası, kısa vadeli finansal varlıkların alınıp satıldığı bir piyasa iken; sermaye piyasası, uzun vadeli finansal varlıkların alınıp satıldığı piyasadır. Para piyasası menkul kıymetleri, uzun vadeli

menkul kıymetlerden daha yaygın olarak alınıp satıldığı için daha likit olma eğilimi göstermektedir. İşletmeler ve bankalar, para piyasasını aktif olarak kullanmaktadır (Mishkin ve Eakins, 2006: 20). Sermaye piyasası, genellikle tahviller ve hisse senetleri gibi finansal araçları içerir. Tahviller, kamu ve özel işletmeler tarafından ihraç edilen orta ve uzun vadeli borçlanma araçlarıdır (Madura, 2014: 5). Hisse senetleri ve tahviller, sigorta işletmeleri, emeklilik işletmeleri ve diğer finansal aracılar tarafından sıkça kullanılan finansal araçlardır. Bu işletmeler genellikle uzun vadeli yükümlülükleri olan ve gelecekte belirli miktarda fon ihtiyacı olan kuruluşlardır (Mishkin ve Eakins, 2006: 20). Sigorta şirketleri, kişilere veya kurumlara mali riskleri hafifletmek için sigorta poliçeleri sağlar. Bu poliçeler, ölüm, hastalık, mal hasarı, kaza ve doğal afetler gibi potansiyel zarar durumlarında bireyler ve işletmeler için finansal koruma sağlar. Bu şirketler üstlendikleri riskler karşılığında sigorta poliçesi yaptıranlardan prim almaktadır. Sigorta şirketleri tarafından alınan primler, fona ihtiyaç duyulana kadar çeşitli yatırım araçlarında değerlendirilir. Toplanılan primlerin genellikle hisse senetlerinde veya tahvillerde değerlendirildiği bilinmektedir. Bu sayede fon ihtiyacı olan birimlerin ihtiyaçlarının finanse edilmesinde önemli finansal aracı olma görevi üstlenilmektedir (Madura, 2014: 15).

Menkul kıymetleştirme, finansal sisteminin çeşitlendirmesi ve risk yönetiminin işlevlerini yerine getirilmesi için önemli bir araçtır. Menkul kıymetleştirme, likit olmayan varlıkları likit varlıklara dönüştürmektedir (De Haan vd., 2009: 10). Sigorta işletmeleri, belirli risklere karşı öngörülemeyen fon ihtiyaçları için likidite sağlamak zorundadır. Örneğin, 2004'te Florida'da dört kasırga meydana geldiğinde, sigorta işletmeleri sigorta poliçe sahiplerine milyarlarca dolar ödeme yapmıştır. Sigorta işletmelerinin bu fon talebini karşılamak için para piyasasındaki menkul kıymetlerinin bir kısmını sattıkları görülmektedir (Mishkin ve Eakins, 2006: 260). Sigortacılar ve finans uzmanları, afet riskini piyasaya aktarmanın ve aynı zamanda yatırımcılardan ek sermaye almanın yollarını geliştirmiştir. Gelişen menkul kıymetleştirme kavramı, sigorta şirketlerinin risklerini sermaye piyasalarına transfer etmek için kullanabilecekleri yenilikçi bir risk yönetimi ürününe dönüşmüştür (Torre-Enciso ve Laye, 2001: 65). Sigortaya dayalı menkul kıymetler, sigorta şirketlerinin afetlerden kaynaklanan risklerin yönetimine yardımcı olmak için kullanılmaktadır (Erpek, 2007: 11). Son zamanlarda afet risklerinin finansmanı için çeşitli önlemler alınmaktadır. Bu önlemler, afet risklerine karşı hazırlıklı olmak ve afet sonrası finansal desteği sağlamak amacıyla kullanılan afet rezerv fonları, olağanüstü durum kredileri, afet tahvilleri ve afet sigortaları gibi finansal araçları içermektedir. Özellikle afet tahvillerinin sermaye piyasalarında daha geniş kullanım potansiyeline sahip olduğu ifade edilmektedir (Miller ve Keipi, 2005: 1).

2. AFET TAHVİLLERİ

Türk Dil Kurumu (TDK, 2023) afeti; "*Çeşitli doğa olaylarının sebep olduğu yıkım*" olarak tanımlamaktadır. Dünya'da gözlemlenen doğal afet türleri, jeolojik (deprem, heyelan, tsunami gibi), klimatik (kuraklık, hortum, dolu gibi), biyolojik (erozyon, salgınlar, orman yangınları gibi), sosyal (terör saldırıları, yangınlar savaşlar gibi) teknolojik afetler (maden, sanayi, ulaşım kazaları gibi) şeklinde sınıflandırılmaktadır (AFAD, 2023). Öngörülmesi zor, nadir olarak meydana gelen, gerçekleştikleri zaman büyük hasarlara yol açan ve birçok sorunları beraberinde getiren doğal afet türleri, çoğunlukla bir coğrafik bölgeyi etkileyen büyük felaketler olarak ifade edilmektedir (Torre-Enciso ve Laye, 2001: 64). Doğal afet risklerinin, bütün dünyada kasırga, deprem, sel, heyelan ve kuraklık gibi çeşitli nedenlerden dolayı oldukça arttığı, büyük ve beklenmedik kayıplara neden olduğu bilinmektedir. Son yıllarda, tek bir kasırganın veya depremin 50-100 milyar dolarlık hasara yol açabileceği yaygın olarak kabul edilmektedir (Froot, 2001: 530). Doğal afetlerin 2021 yılında bir önceki iki yıla göre önemli ölçüde daha yüksek hasarlara neden olduğu görülmüştür. Geçici verilere göre, 2021 yılında

fırtınalar, seller, orman yangınları ve depremler gibi doğal afetlerin toplam 280 milyar dolar zarara neden olduğu ve bu rakamın yaklaşık 120 milyar dolarının sigorta kapsamında olduğu ifade edilmektedir. Başka bir örnekte ise Ida Kasırgası, 65 milyar dolar toplam zarar oluşturmuş, bunun 36 milyar doları sigortalı zararı olarak ifade edilirken, yaşanılan afetin yılın en maliyetli afeti olduğu belirtilmiştir (Munich Re, 2022).

Son yıllarda küresel doğal afetlerin sayısı ve ekonomik kayıpların büyüklüğü giderek artmaktadır. 2022 yılında toplam doğal afetlerin neden olduğu ekonomik kayıpların 313 milyar dolara ulaştığı görülmüştür. Tablo 1'de ilk on küresel ekonomik kayıp olayları gösterilmektedir.

Tablo-1: İlk 10 Küresel Ekonomik Kayıp Olayı

Doğal Afetin Gerçekleştiği Tarih	Doğal afet	Yer	Ekonomik Kayıp (milyar $)	Sigortalı zarar (milyar $)
09/27-10/01	Ian Kasırgası	ABD	95.5	52.5
Yıllık	Avrupa Kuraklık	Güney, Batı ve Orta Avrupa	22.0	3.0
Yıllık	ABD Kuraklığı	ABD	16.0	8.0
06/14-10/30	Pakistan Mevsimsel Seller	Pakistan	15.0	0.1
06/01-09/30	Çin Mevsimsel Seller	Çin	15.0	0.4
03/16	Fukuşima Depremi	Japonya	9.1	2.9
02/23-03/31	QLD ve NSW Taşkınları	Avustralya	8.0	4.0
Yıllık	Çin Kuraklığı	Çin	7.6	0.2
02/18-02/19	Eunice Fırtına	Batı ve Orta Avrupa	4.5	3.4
05/17-10/31	Hindistan Mevsimsel Seller	Hindistan	4.2	0.1
Diğer tüm olayların toplamı			**115.6**	**57.4**
Toplam			**313 Milyar $**	**132 Milyar $**

Kaynak: (AON, 2022: 9)

Tablo 1'de görüldüğü üzere, Ian Kasırgası oluşturduğu yaklaşık 95.5 milyar dolar toplam zararla ilk sırada yer almaktadır. En maliyetli on afet arasında Amerika Birleşik Devletleri, Avrupa ve Çin'de meydana gelen üç küresel kuraklık olayı, tehlikenin küresel ölçekte artan önemini vurgulamaktadır. Sigorta sektörü, yaşanılan zararların 132 milyar dolarlık kısmını karşılamış ve bu durum 2022 yılının sigorta sektörü için en maliyetli yıllar arasında yer bulmasına sebep olmuştur. Özellikle Avrupa ülkelerindeki kuraklık zararları 2003 yılından beri en yüksek seviyeye ulaşırken ABD'nin genel ekonomik kayıplar açısından 2012 yılından beri en zarar verici kuraklığı yaşadığı görülmektedir. Tabloda yer alan afetler arasında Japonya'daki Fukushima Depremi hariç tüm yaşanan afetlerin hava ve iklimle ilgili olduğu ifade edilebilir (AON, 2022: 9).

Doğal afetler çok sayıda can kaybına neden olmasının yanı sıra aynı zamanda ciddi üretim, altyapı ve bireysel mal kayıplarına da yol açmaktadır (Nowak ve Romaniuk, 2013: 18). Bazı afetlerin olası zarar tahminleri, sigorta piyasalarının kapasite sınırlarını zorlamaktadır (Nell ve Richter, 2002: 1). Ian Kasırgası, küresel sigorta sektörü için yılın en maliyetli olayı olarak görülmektedir. Queensland ve Yeni Güney Galler'deki seller, Avustralya sigorta sektörü tarihindeki en yüksek kayıp olan 4 milyar dolarlık sigortalı zararla sonuçlanmıştır (AON, 2022: 13). Böyle büyük doğal afetten kaynaklanan kayıplar, sigorta şirketlerini ve poliçe sahiplerini ciddi şekilde etkileyebilmektedir. Birçok sigorta şirketi yaşanılan kayıplar nedeniyle iflas durumlarıyla karşılaşabilir ya da önemli boyutta mali sıkıntılar içine düşebilir. Sigorta şirketleri afet olaylarından beklenen zarar dağılımını belirlemek için analizler yaparak afet riskinin boyutunu ölçmeye çalışmaktadır (Meyers ve Kollar, 1999: 1-2). Fakat sigorta şirketlerinin analizleri ters seçim ve ahlaki tehlike gibi birçok sorunlarla kayıplar karşısında yetersiz

kalabilmektedir (Nowak ve Romaniuk, 2013: 18). Afet riski finansmanında sigorta şirketleri kendi afet risklerini finanse etmenin yollarını aramaktadır (Meyers ve Kollar, 1999: 3).

Doğal afet olaylarının zararlarıyla başa çıkabilmek için sigortaya dayalı yeni finansman araçlarına ihtiyaç duyulduğu değerlendirilmektedir (Nowak ve Romaniuk, 2013: 18). Sermaye piyasalarında geliştirilen finansal varlıkların, sigorta ve reasürans sektörünün ihtiyaçlarına cevap verebileceği düşünülmektedir (Anbar, 2008: 142). Girişimcilerin sigorta şirketlerinin afet riskini finanse etmek için afet risklerini menkulleştirerek yatırımcılara yayacak çözümler geliştirdikleri görülmektedir. Sigortaya dayalı menkul kıymetleştirmenin başlıca biçimleri arasında afet tahvilleri yer almaktadır (Meyers ve Kollar, 1999: 4). Afet tahvilleri, bir ihraççıdan veya sponsordan (sedan şirket) sermaye piyasası yatırımcılarına belirli bir riski aktaran sigorta menkul kıymetleştirmesine bir örnektir (Artemis, 2023). Ayrıca bu tahviller, sigorta bağlantılı menkul kıymetler (ILS) sınıfında önemli bir kategoride yer almaktadır (Edesess, 2015: 6).

Afet tahvili, sedanın (sigortalının) deprem, kasırga, fırtına gibi afetlerin meydana gelmesi durumunda sermaye piyasasından fon almasına olanak sağlayan bir borçlanma aracıdır (Ando vd., 2022: 9). Afet tahvili, bir ihraççı ile bir yatırımcı arasındaki bir sözleşmeye dayanır (Nell ve Richter, 2002: 2). Tahvil, yatırımcı tarafından anapara ödemesi ile satın alınır ve genellikle üç ayda bir olmak üzere düzenli aralıklarla ödeme alınır. Tahvilin vadesi bir yıldan beş yıla kadar değişmekle birlikte afet tahvilleri genelde üç yıldır. İhraççı genellikle bir reasürördür. Fakat bir sigorta şirketi, kamu veya özel şirket, bir emeklilik fonu ve hatta kâr amacı gütmeyen bir işletme bile olabilmektedir (Edesess, 2015: 6). Afet tahvilleri, genellikle hayat dışı branşlarda faaliyet gösteren sigorta şirketleri ile reasürans şirketleri tarafından ihraç edilen ve ödemeleri doğal afetlere bağlı olan tahvillerdir (Deutsche Bank, 2003). Yatırımcılar afet tahvili satın aldıklarında, ödeme karşılığında belirli bir doğal afetin meydana gelme riskini üstlenmektedir (Morana ve Sbrana, 2019). Afet tahvillerinde yatırımcının anapara kaybı, teminat kapsamındaki afetin meydana gelmesiyle tetiklenir (Edesess, 2015: 6). Afet tahvillerindeki tetikleyiciler; belirli bir sigortacının afet hasarları, genel olarak sigorta sektörünün afet hasarları, belirli bir afet indeksinin düzeyi, kasırgalar için rüzgâr hızları veya Richter ölçeği gibi belirli olayların parametreleri, deprem büyüklüklerine dayanmaktadır (Meyers ve Kollar, 1999: 7). Tetikleme tutarı, örneğin sigortacının kendi zararları veya sektör çapındaki zararlar olabilmektedir. İlk durumda, temel risk ortadan kaldırılmaktadır. Fakat bu durum da yatırımcıların, sigorta şirketleri tarafından bildirilen zararları şişirmesini teşvik ederek ahlaki tehlike sorununu da ortaya çıkarabilmektedir (Loubergé vd., 1999: 130).

Afet riskini menkul kıymetleştiren yatırımların sonuçları, afet kaybına bağlıyken, diğer yatırım araçlarının çoğu ekonomik koşullara bağlıdır. Afet tahvillerinin sonuçları, diğer yatırımların sonuçlarıyla ilişkili değildir (Torre-Enciso ve Laye, 2001). Bir başka ifade ile afet tahvilleri ile piyasa riskleri arasında zayıf bir şekilde ilişki olduğu söylenebilir (Litzenberger vd., 1996; Nell ve Richter, 2002). Doğal afetlerin meydana gelmesi genellikle borsa ve faiz oranı hareketleri, enflasyon gibi ekonomideki olaylarla ilişkili değildir. Aynı zamanda, kapsadıkları riskler hisse senedi piyasası riski, faiz oranı riski, kredi riski gibi diğer risklerle neredeyse ilişkili olmadığından, yatırımcılar için cazip gelmektedir (Edesess, 2015). Bu durumun sonucunda da, yatırımcıların portföyüne afet tahvillerini eklemesi, portföyün performansını artırarak portföyü daha kârlı ve daha az riskli olma avantajı sağlamaktadır (Torre-Enciso ve Laye, 2001).

Afet tahvil piyasasının, 2011-2021 yılları arasında yıllık yaklaşık %10'luk bileşik bir oranda büyüdüğü görülmektedir. Bu tahvillerle toplanan paralar, olası kayıpları karşılamak için finansal piyasa fonlarında değerlendirilmektedir. Sözleşmede belirtilen tetikleyiciler, örneğin bir kasırgadan belirli bir seviyeye ulaşan sigortalı kayıpları karşılanırsa, sigorta şirketleri parayı poliçe sahiplerine ödemek için kullanır. Bu durumda, sigorta şirketi tahvil sahiplerine geri

ödeme yapmak zorunda değildir. Tahvilin kapsadığı doğal afetler meydana gelmezse, yatırımcılar tahvilin vadesi geldiğinde, genellikle üç ila beş yıl içinde paralarının tamamını geri alırlar. Ayrıca bu vade süresinde yatırımcılar bu tahvilden düzenli faiz ödemeleri de almaktadır (Henry, 2021).

Afet tahvili ihraç eden sigortacılar, yatırımcılara önemli miktarda bilgi sağlama ihtiyacı nedeniyle yüksek işlem maliyetleriyle karşı karşıya kalabilmektedir (Meyers ve Kollar, 1999: 9). Afet riskinin sigortalanmasındaki en büyük sorun, bir afetin aynı anda birçok sigortalıya zarar vermesidir. Bu sebeple, bu tür sigortaların ve özellikle reasürans sözleşmelerinin genellikle önemli oranı temerrüde düşme riskiyle karşı karşıya kalmaktadır (Richter, 2003). Nell ve Richter (2002) çalışmalarında, reasürans sözleşmeleri önemli ahlaki tehlike ve temerrüt riski sorunlarına sebep olabileceğinden, bu hususların dikkate alınmasının önemli olacağını vurgulamıştır. Richter (2003) çalışmasında, sigorta riskinin afet tahvilleri ile menkul kıymetleştirilmesinin, temerrüt riskinden tamamen kaçınmak için tasarlanabileceğini ifade etmiştir. Lee ve Yu (2007), afet tahvillerinin ihraç edilmesi ile reasürans sözleşmelerinin değerinin yükseldiğini ve temerrüt riskinin azaldığını ifade etmiştir.

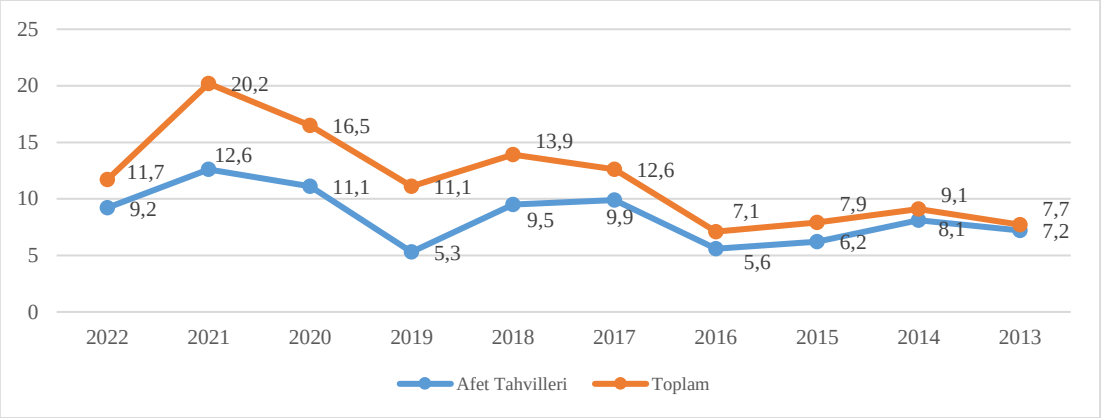
Literatürde, afet tahvilleri ile ilgili yapılan çalışmalar incelendiğinde, Croson ve Kunreuther (1999), kamu sektörünün yanı sıra özel sektörü kullanarak doğal afet riski finanse etmenin farklı yollarını anlamayı ve doğal afet risklerle ilgili farklı paydaşların karşılaştığı sorunları daha gerçekçi bir şekilde sınıflandırabilmek için daha fazla araştırmaya ihtiyaç duyulduğunu belirtmişlerdir. Lakdawalla ve Zanjani (2012) çalışmalarında, afet tahvillerinin, risk transferi için daha geniş bir piyasada önemli rol oynayacağı ifade edilmiştir. Yavuz ve Dikmen (2015) çalışmalarında, doğal afetlerin olumsuz etkilerinin en aza indirilmesi için afet sigortaları, afet tahvilleri gibi finansal araçların kullanımı yaygınlaştırılmasının gerekliliğini vurgulamışlardır.

Morana ve Sbrana (2019) çalışmalarında, sermaye piyasasında riskten kaçınan yatırımcılar için çeşitlendirme araçları olarak afet tahvillerinin uygunluğu hakkında soru işaretlerinin olduğu belirtmişlerdir. Bu duruma kanıt olarak çalışmada, özellikle 2017'de meydana gelen önemli doğal afet kayıplara rağmen, afet tahvilleri ve sigorta menkul kıymet piyasasının büyüme potansiyeli ve kurumsal yatırımcıların bu tür menkul kıymetlere olan ilgisi gösterilmiştir. Öztürk (2019) çalışmasında, Türkiye'deki sigortaya dayalı menkul kıymet olan afet tahvillerinin sermaye piyasalarında henüz yeni olduğu, hem devlet hem özel sektör tarafından bu finansal varlığa yeterli ilginin oluşmadığını vurgulamıştır. Ando vd. (2022) çalışmalarında, yüksek işlem maliyetlerinin afet tahvillerinin daha yaygın kullanılmasına engel teşkil ettiğini ifade etmişlerdir. Bu anlamda yeşil ve afet tahvilleri birbirini tamamlayabileceği vurgulanarak iklim değişikliğine duyarlı olan ülkeler için bu yeni yatırım araçlarının daha büyük ülke ihraçlarını teşvik etmek için çalışmaların yapılmasının gerekliliği önerilmiştir.

2. AFET TAHVİL PİYASASININ GELİŞİMİ

Afet tahvili işlemlerinde, afet modelleme yöntemleri ile zarara yol açabilecek risklerin analiz ve ölçümü sağlanmakta ve maruz kalan coğrafi bölgeyi tanımlamak hayati önem taşımaktadır. Son yıllarda afet tahvillerinin kullanımı giderek yaygınlaşmakta ve risk türleri arasında yer alan üçüncü taraf sorumluluk riskleri, terörizm riskleri, finansal risklerini öne çıkaran son düzenlemelerle genişlediği görülmektedir (Artemis, 2023). Afet tahvil piyasası ilk ihraç edildiğinden ve piyasaya sürüldüğünden günümüze hızla büyümektedir (Edesess, 2015: 7). Grafik 1'de 2013-2022 yılları arasında ihraç edilen Afet Tahvili ve Sigortaya Bağlı Menkul Kıymetler (ILS) Risk Sermayesi kümülatif teminatları (milyar dolar) gösterilmektedir.

Grafik-1: 2013-2022 Yılları Arasında İhraç Edilen Afet Tahvili ve ILS Risk Sermayesi

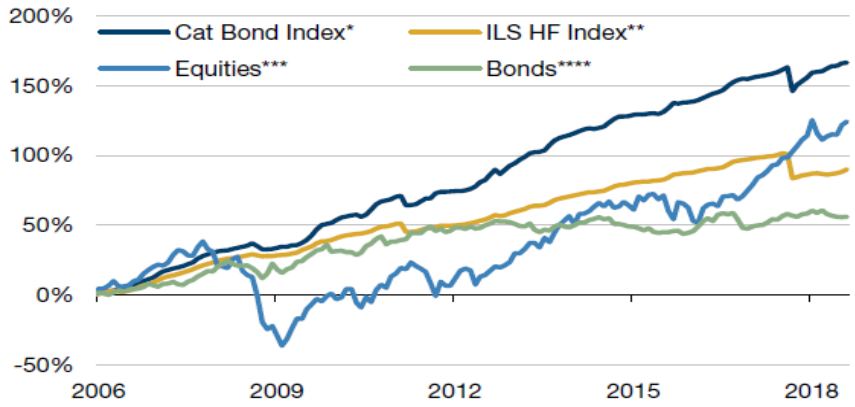


Kaynak: https://www.artemis.bm/deal-directory/ adresinde yer alan bilgiler yazarlar tarafından derlenmiştir.

Grafik 1'de yer alan Artemis verilerine göre, 2013 yılında afet tahvili ihracı yaklaşık 7,2 milyar dolar iken, Sigortaya Bağlı Menkul Kıymetler (ILS) toplam ihraç yaklaşık 7,7 milyar dolar tutarında gerçekleştiği görülmektedir. 2022 yılında ise afet tahvili ihracı yaklaşık 9,2 milyar dolar iken, Sigortaya Bağlı Menkul Kıymetler (ILS) toplam ihraç yaklaşık 11,7 milyar dolardır. 2013-2022 yılları arasında en fazla afet tahvil ihracı 2021 yılında yaklaşık 12,6 milyar dolar olarak görülmektedir. Bu sonuçlar, yatırımcıların afet tahvillerini yıllar içerisinde daha fazla tercih ettiğini ve afet tahvil piyasasının istikrarlı bir şekilde büyüdüğü ifade edilebilir.

Swiss Re Afet Tahvil endeksi, hayat ve sağlık tahvilleri hariç, afet tahvillerinin piyasa değeri ağırlıklı bir endeks olarak ifade edilmektedir (Rzym ve Zeid, 2018). Grafik 2'de afet tahvil endekslerinin hisse senedi ve tahvillere karşı performansı yer almaktadır.

Grafik-2: Afet Tahvil Endekslerinin Hisse Senedi ve Tahvillere Karşı Performansı

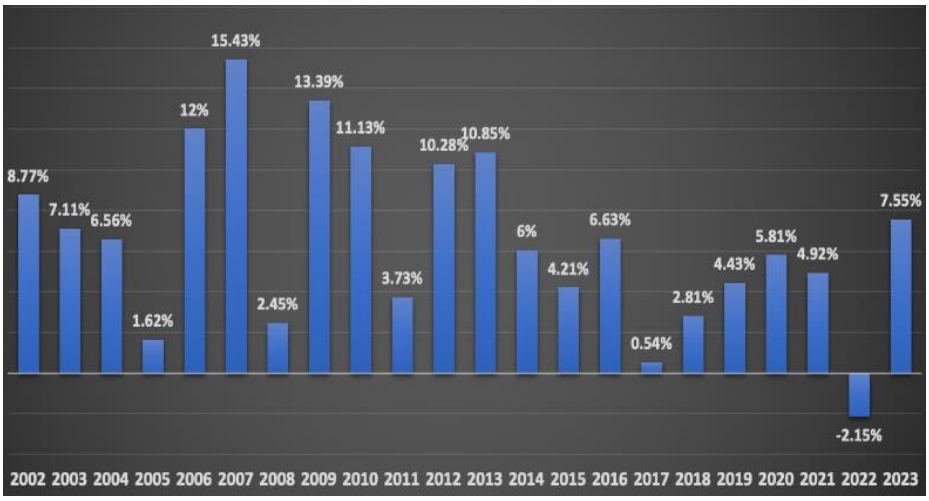


Kaynak: (Rzym ve Zeid, 2018)

Grafik 2'de 2006 yılı ile 2018 yılları arasında afet tahvil endeksinin (Cat Bond Index), diğer sigorta bağlantılı menkul kıymetlerin endeksi (insurance-linked securities, (ILS) HF Index), hisse senetleri endeksi (equities) ve tahvil endeksine (bonds) karşı performansı gösterilmektedir. Hisse senetleri ve geleneksel tahviller finansal piyasalarda yıllar içerisinde dalgalanmalar göstermekte iken, özellikle afet tahvillerinde yılları içerisinde değer artışlarında artma eğiliminde olduğu görülmekte ve diğer finansal araçlara göre performansının daha yüksek olduğu söylenebilir. Buradan hareketle afet tahvillerinin yatırımcıların ilgisini çeken bir unsur olduğu değerlendirilmektedir.

Swiss Re Afet Tahvil Endeksi'nin 2002-2023 yılları arasındaki getirileri Grafik 3'te gösterilmektedir.

Grafik-3: Yıllara Göre Swiss Re Afet Tahvil Endeksi Getirileri



Kaynak: https://www.artemis.bm/news/swiss-re-cat-bond-index-already-having-best-year-since-2013/

Afet tahvili piyasası tarafından sağlanan toplam getiriler için yaygın olarak kullanılan kıstas aracı Swiss Re Afet Tahvil Endeksidir. Grafik 2'de görüldüğü üzere, 2002-2022 yılları arasında en yüksek afet tahvil getirisi %15.43 oranla 2007 yılında olduğu görülmekte iken en düşük tahvil getirisi ise -%2.15 oranla 2022 yılında gerçekleştiği görülmektedir. 2023 yılının Mayıs ayında Swiss Re Afet tahvil endeksinin 2013'ten beri en yüksek getirisi olduğu görülmektedir.

Dünya'da doğal afet türleri içerinde yer alan jeolojik, klimatik, biyolojik, sosyal, teknolojik doğal afetlerde artış gözlemlemekte ve risklerden doğacak olan zararı en aza indirmek için afet tahvil ihraçları gerçekleşmektedir. Afet tahvil piyasasının 2025 yılının sonuna kadar 50 milyar dolarlık bir pazara ulaşacağı tahmin edilmektedir (Swiss Re, 2021: 7).Tablo 2'de 2022 yılı içerisinde afet tahvil ihraç örnekleri (400 milyon dolar üzeri) yer almaktadır.

Tablo-2: 2022 Yılında İhraç Edilen Bazı Afet Tahvil İhraç Örnekleri

İhraççı	Sedan / sponsor	Kapsanan Riskler/Tehlikeler	Tetikleme türü	Boyut (milyon dolar)
Long Point Re IV Ltd.	Travelers	ABD tropikal kasırgası, deprem, şiddetli fırtına, kış fırtınası (yalnızca Kuzeydoğu ABD eyaletleri)	Tazminat	575
Sanders Re III Ltd.	Allstate	ABD adlı fırtına, deprem, şiddetli hava, orman yangını, volkanik patlama, göktaşı çarpması (Florida hariç)	Tazminat	550
FloodSmart Re Ltd.	FEMA / NFIP via Hannover Re	ABD sel riski (adlandırılmış fırtınalardan)	Tazminat	450
Residential Reinsurance 2022 Limited	USAA	ABD tropikal siklonları, depremler (artı yangın), şiddetli fırtına, kış fırtınası, orman yangını, volkanik patlama, göktaşı çarpması, diğer tehlikeler (hepsi araba ve kiracı poliçesi sel kayıpları dâhil)	Tazminat	430

Tailwind Re Ltd.	Validus Holdings	ABD, Kanada, Porto Riko, ABD Virjin Adaları adlı fırtınalar ve depremler	Sanayi kaybı endeksi	400

Kaynak: https://www.artemis.bm/deal-directory/ adresinde yer alan bilgiler yazarlar tarafından derlenmiştir.

Tablo 2'de 2022 yılı içerisinde ihraç edilen, ABD tropikal kasırgası, deprem, şiddetli fırtına, kış fırtınası (yalnızca Kuzeydoğu ABD eyaletleri) tehlikelerini kapsayan, tetikleme türü tazminat olan ve afet tahvillerinin içerisinde en yüksek boyutun 575 milyon doları kapsadığı görülmektedir. Bu büyük boyutta yer alan afet tahvil ihraçlarının doğal afetler türleri içerisinde jeolojik ve klimatik afet türlerinin ağırlıkta olduğu söylenebilir.

Afet tahvil ihraçlarında ve Sigortaya Bağlı Menkul Kıymetler (ILS) piyasasında görüldüğü üzere birçok tetikleme türü olduğu görülmektedir. Afet Tahvili ve Ödenmemiş ILS Risk Sermayesinin tetikleyici türler arasında en fazla orana sahip olan türün tazminat olduğu ve onu takip eden unsurun sanayi kaybı endeksi olduğu görülmektedir. 2022 yılında ihraç edilen bazı (400 milyon dolar üstü) afet tahvil ihraç örnekleri incelendiğinde de tetikleme türleri arasında tazminat ve sanayi kaybı endeksi olduğu dikkat çekmektedir (https://www.artemis.bm/dashboard/cat-bonds-ils-by-trigger/).

Doğal afetlerin kayıpları incelendiğinde, afet tahvilleri gibi risk tutma ve risk transfer mekanizmalarının üstlenilmesinin ülkeleri ve sigorta sektörünü doğal afetlere karşı daha dirençli hale getireceği ifade edilmektedir (Poundrik, 2011: 12).

2.1. Türkiye'de Afet Tahvil İhraçları

2013-2022 yılları arasında Türkiye'de dikkat çeken afet tahvil ihraçları örnekleri incelendiğinde, 2013 yılında ihraççı özel amaçlı sigorta şirketi olan "Bosphorus 1 Re Ltd." tarafından afet risklerini havuzlayan devlet destekli bir sigorta şirketi olan Türkiye Doğal Afet Sigortaları Kurumu (DASK) adına ihraç edildiği görülmektedir. Yapılan afet tahvili ile DASK'a olay bazında üç yıllık tam teminatlı deprem reasürans teminatı sağlamayı amaçlanmıştır. Borçlanma senetleri, öncelikle Türkiye'nin İstanbul bölgesini etkileyen depremler için reasürans teminatı sağlamaktadır. Yapılan afet tahvilin boyutu 400 milyon ABD dolar iken bir parametrik tetikleyici kullanılmaktadır. Derecelendirme kuruluşu Standard & Poor's 'BB+ notu ile bir değerlendirme yapmıştır. Risk modelleme, gerçek deprem ölçüm verilerinin kaynağı Boğaziçi Üniversitesi Kandilli Rasathanesi ve Deprem Araştırma Enstitüsü'dür (KOERI). Parametrik kayıp tetikleyicisi, KOERI veya bir yedekleme kuruluşu tarafından bildirilen verilere dayanmaktadır (https://www.artemis.bm/deal-directory/bosphorus-1-re-ltd/).

2015 yılında "Bosphorus Ltd." ile DASK arasındaki reasürans anlaşmasını teminat altına almak için 2015-1 Serisi A Sınıfı afet tahvillerinin tek bir dilimini ihraç ederek yatırımcılara satmıştır. Daha önceki afet tahvilinde olduğu gibi bu yeni 2015-1 anlaşması, DASK 'ın sigortalı risklerinin en yüksek yoğunlukta olduğu Türkiye'nin İstanbul bölgesini etkileyen depremlere odaklanmaktadır. Afet tahvilinin boyutu 100 milyon dolar iken tetikleme türü parametriktir. Hesaplama işleminde, maruz kalma seviyesini temsil etmek için bir faktöre uygulanan, spektral ivmeden ve hesaplama konumlarının sayısından türetilen bir endeks içerdiği görülmektedir (https://www.artemis.bm/deal-directory/bosphorus-ltd-series-2015-1/).

2020 yılında, ihraççı "ILN SAC Ltd." ile bilinmeyen sedan / sponsor şirketin arasında yapılan afet sanayi kaybı endeksi ile tetikleme türünü belirtmektedir. Yapılan anlaşmanın Türkiye'deki 7 milyon dolarlık depreme maruz kalmasıyla ilişkili riski transfer eden ve bunu sigorta bağlantılı borçlanma senedi ile menkul kıymetleştiren, sektörel zarara dayalı bir işlemi içerdiği belirtilmektedir. Geleneksel bir reasürans sözleşmesini menkul kıymetleştirip menkul kıymetlere yani sigorta bağlantılı senetlere dönüştürdüğü görülmektedir. Altta yatan tehlike

Türkiye'de depremidir ve düzenleme sedana 7 milyon dolarlık toplam endüstri/sanayi kaybına dayalı koruma sağlayacağı ifade edilmektedir. Anlaşmanın, sigorta bağlantılı menkul kıymetler (ILS) piyasasında tamamen yeni olan bir sedanı içerdiği belirtilmektedir (https://www.artemis.bm/deal-directory/iln-sac-ltd-iln-tky-q-1/).

SONUÇ

Doğal afetlerin finansmanını sağlamak için kullanılan afet tahvillerinin finans sektörü üzerinde etkisi olduğu bilinmektedir. Bu çalışmada, yeni bir finansal enstrüman olan afet tahvillerinin incelenmesi ve finans sektörüne etkileri üzerinde değerlendirme yapılması amaçlanmıştır. Dünya'da giderek artan afetlerin ekonomik kayıpları ülkeleri ve bireyleri önemli düzeyde etkilediği görülmüştür. 2022 yılında toplam doğal afetlerin neden olduğu ekonomik kayıpların 313 milyar dolara ulaştığı görülmekte yaşanılan afet türleri arasında Ian Kasırgası yaklaşık 95.5 milyar dolar toplam zararla ilk sırada yer almaktadır. Sigorta sektörü, yaşanılan zararların 132 milyar doları kapsamakta ve Ian Kasırgası küresel sigorta sektörü için yılın en maliyetli olayı olarak görüldüğü tespit edilmiştir.

Ekonomik kayıpların artmasıyla afet tahvili gibi finansal araçların artması beklenmektedir. Sigorta şirketleri, reasürans şirketleri ve diğer finansal kuruluşlar afet tahvilleri aracılığıyla doğal afet risklerini finansal piyasalara transfer ederek riskleri paylaştıkları görülmektedir. Dünya genelinde yaşanılan doğal afetlerin sayıları arttıkça afetlere yönelik finansman ihtiyacı da artmakta ve bu durum afet tahvillerine olan talebi de artırmaktadır. 2013-2022 yılları arasında afet tahvil ihraçları incelendiğinde; ilgili yıllar arasında en fazla afet tahvil ihracı 2021 yılında yaklaşık 12,6 milyar dolar olarak görülmektedir. 2022 yılı içerisinde ihraç edilen, ABD tropikal kasırgası, deprem, şiddetli fırtına, kış fırtınası (yalnızca Kuzeydoğu ABD eyaletleri) tehlikelerini kapsayan, tetikleme türü tazminat olan ve afet tahvillerinin içerisinde en yüksek boyutu 575 milyon doları kapsadığı görülmektedir. Yatırımcıların afet tahvillerini yıllar içerisinde daha fazla tercih ettiği ve afet tahvil piyasasının istikrarlı bir şekilde büyüdüğü söylenebilir. Bu veriler göz önünde bulundurulduğunda afet tahvilleri ve afet risklerinin daha etkin bir şekilde yönetilmesine yardımcı olduğu ve işletmelere, bireylere ve devletlere finansman sağlamada önemli bir araç olduğu değerlendirilmektedir.

Afet tahvil endeksi, sigortaya bağlı menkul kıymetler endeksi, hisse senedi endeksi ve tahvil endeksi performanslarına ve getirilerine bakıldığında, afet tahvillerinin piyasa performansı diğer varlıklara göre daha yüksek düzeyde görülmektedir. Getiriler açısından bakıldığında afet tahvillerinin 2002-2022 yılları arasında en yüksek afet tahvil getirisinin %15.43 oranda olduğu görülmektedir. 2023 yılının Mayıs ayında Swiss Re Afet tahvil endeksinin 2013'ten beri en yüksek getiri seviyesine ulaştığı görülmektedir.

Türkiye, coğrafi konumu nedeniyle çeşitli doğal afetlere maruz kalmakta ve ciddi kayıplarla karşılaşmaktadır. 2013-2022 yılları arasında Türkiye'de dikkat çeken afet tahvil ihraçları örneklerinde tetikleme olarak depreme odaklanıldığı ve sadece 2013, 2015 ve 2020 yılları arasında afet tahvil ihraç edildiği görülmüştür. Buradan hareketle afet tahvillerinin Türkiye'deki finansal piyasalarda henüz tam anlamıyla gelişme kaydetmediği yorumunu ortaya çıkarmaktadır. Afet tahvillerinin popülerlik kazanamamasının başlıca nedenleri arasında, yatırımcılar arasında yeterince bilinmediği, yatırımcılar tarafından riskli bir yatırım aracı görülmesi, diğer finansal varlıklara göre daha karmaşık sözleşme unsurları içermesi olabilir.

Türkiye'de afet risk yönetiminde sigorta şirketleri ile devlet destekli kurumlar faaliyet gösterdiği bilinmektedir. Dolayısıyla afet tahvillerinin avantajları hakkında daha fazla

bilgilendirme yapılması farkındalık çalışmalarının arttırılması önem arz etmektedir. Afet tahvillerine yönelik ilginin artırılabilmesi için bireylere ve kurumlara çeşitli projeler kapsamında afet bilinci farkındalığı oluşturulmalı ve afet finansman yönetimi için afet tahvillerine yönelik eğitim kampanyaları düzenlenmeli, uygun yönetmeliklerin oluşturulmasının sağlanması ile yatırımcıların güvenilir ortamda işlem yapabilmelerine zemin hazırlanmasının piyasa gelişimine katkı vereceği değerlendirilmektedir.

Türkiye bulunduğu jeopolitik konumdan dolayı oldukça sık şekilde karşılaşılan doğal afetlerin ülke ekonomisine, işletmelere ve bireylere oluşturacağı zararın en aza indirilmesi açısından afet tahvilleri piyasasının gelişimi önem arz etmektedir. 6 Şubat 2023 tarihinde Kahramanmaraş merkezli meydana gelen ve Türkiye'de yer alan 11 şehrin yanı sıra bölgede yer alan diğer ülkeleri de etkileyen yüzyılın felaketi olarak adlandırılmıştır. Meydana gelen depremin etkisi ile uzun yıllardır bilim adamlarının üzerinde önemle durduğu beklenen büyük Marmara Depremi ülke gündeminde oldukça yoğun olarak yer almaya devam etmektedir. Yaşanılan depremlerin ve bilim adamlarının çalışmaları neticesinde beklenen depremler ve doğal afetler vesilesiyle farkındalık çalışmalarına ve afet tahvillerinin ülkeler ekonomisine verdiği katkılara yönelik çalışmalara ağırlık verilmesi gerekmektedir. Gelecekte yapılacak çalışmalarda, afet tahvilleriyle ilgili olarak daha fazla araştırma yapılması bu doğrultuda önem arz etmektedir. Literatürde yapılan çalışmalar göz önünde bulundurulduğunda afet tahvili konusunda çalışmaların sınırlı olduğu görülmekte olup bu çalışma ile literatüre katkı sağlanması beklenmektedir.

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Katılım Bankacılığında Dijital Dönüşüm

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ÖZET

Katılım bankacılığı geleneksel bankacılık sistemine alternatif olarak kurulmuştur. Katılım bankalarında tasarruf sahiplerinden toplanan fonlar, faizsizlik ilkesiyle, ortaklık ve ticaret gibi çeşitli yöntemlerle fon talep eden kişilere sunulmaktadır. Bankacılık sektörü dinamik ve yeniliklere hızlı bir şekilde uyum sağlayan sektörlerin başında gelmektedir. Gelişen ve değişen teknolojiye etkin bir şekilde adapte olan bankacılık sektöründe dijitalleşmenin etkisiyle müşteriler kesintisiz ve şubelere gitmeden internet desteği ile hizmet alabilmektedir. Katılım bankacılığı ürün ve hizmetlerinin dijitalleşmesi ile yeni nesil teknolojilerin bankacılık ürün ve hizmetlerinde kullanılması, müşteri deneyimlerinin iyileştirilmesi ve müşterilerin daha ulaşılabilir hizmetler alabilmesine yardımcı olmaktadır. Bankacılık sektöründe yer alan katılım bankalarının, rekabet ortamında avantaj elde edebilmeleri ve sektör içindeki pazar payını artırabilmeleri için bankacılık işlemlerinde dijital dönüşüme uyum sağlayarak sürdürülebilir gelişmeyi sağlamaları gerekmektedir. Bu çalışmanın amacı, Türkiye'de geleneksel bankacılık ve katılım bankacılığının dijital görünümü ortaya koymak ve dijitalleşme sürecinin yıllar içerisindeki gelişimini incelemektir. Dijital bankacılık verileri, içerik analiz yöntemi ile incelenmiştir. Araştırma sonucuna göre, yıllar içerisinde aktif müşteri sayılarında, toplam işlem hacminde ve uzaktan müşteri ediniminde artış gözlemlenmiştir. Yıllar içerisinde katılım bankası müşterilerin hizmet geçişlerinde dijital kanallara daha fazla yönelmeleri, katılım banka sektörünün müşteri deneyimlerini sürekli iyileştirme sağlamaları ve çeşitli kanallar ile daha ulaşılabilir bir hizmet anlayışına sahip oldukları görülmektedir. Teknolojik yenilikler ve dijitalleşmenin finansal ürün ve hizmetlerde kullanılması katılım bankacılığı sektörü açısından önem arz etmektedir. Gün geçtikçe dijitalleşmenin daha da arttığı dünyamızda 2025 yılında bankacılık pazarı içerisinde pazar payını %15 olarak hedefleyen katılım bankacılığı sektörünün müşterilerine sağladığı ürün ve hizmetlerde dijital unsurları etkin bir şekilde kullanılmasının sektörel büyümeye önemli katkılar sunacağı mülahaza edilmektedir. Ayrıca önümüzdeki on yılda ekonominin içerisinde doğrudan yer alacak olan bugünün genç bireylerinin beklentilerine yönelik dijital tabanlı hizmetlerin ve ürünlerin sunulması katılım bankalarının pazardaki payına olumlu bir etki yapacağı değerlendirilmektedir.

Anahtar Kelimeler: Bankacılık, Katılım Bankacılığı, Dijital Dönüşüm, Dijital Bankacılık

Digital Transformation in Participation Banking

ABSTRACT

Participation banking was established as an alternative to the traditional banking system. Funds collected from savers in participation banks are offered to people who request funds through various methods such as partnership and trade with the principle of interest-free. The banking sector is one of the dynamic and rapidly adapting sectors. With the effect of digitalization in the banking sector, which adapts effectively to the developing and changing technology, customers can receive service with internet support without interruption and without going to the branches. The digitalization of participation banking products and services and the use of new-generation technologies in banking products and services help improve customer experiences and provide customers with more accessible services. Participation banks in the banking sector need to ensure sustainable development by adapting to digital transformation in banking transactions to gain an advantage in the competitive environment and increase their market share in the sector. This study aims to reveal the digital view of traditional banking and participation banking in Turkey and to examine the development of the digitalization process over the years. Digital banking data were analyzed by content analysis. According to the results of the research, an increase has been observed in the number of active customers, total transaction volume, and remote customer acquisition over the years. Over the years, it has been observed that participation bank customers have turned to digital channels more in their service transitions, the participation bank sector has continuously improved their customer experience, and they have a more accessible service approach through various channels. The use of technological innovations and digitalization in financial products and services is important for the participation banking sector. In a world where digitalization is increasing day by day, it is considered that the effective use of digital elements in the products and services provided by the participation banking sector, which aims to have a market share of 15% in the banking market in 2025, will make significant contributions to the sectoral growth. In addition, it is considered that the provision of digital-based services and products for the expectations of today's young individuals, who will be directly involved in the economy in the next ten years, will have a positive impact on the market share of participation banks.

Keywords: Banking, Participation Banking, Digital Transformation, Digital Banking, Financial Services Marketing

GİRİŞ

Dijital dönüşüm, birçok sektörde olduğu gibi bankacılık sektöründe de önemli değişikliklere neden olmaktadır. Özellikle COVID-19 salgını bankacılık sektöründe dijital dönüşümü hızlandırmıştır. Salgının etkisiyle, tüketiciler fiziki olarak bankalardan hizmet almak yerine dijital kanallar yoluyla işlemlerini gerçekleştirmişlerdir. Bu süre zarfında bankalar birçok dijital uygulamaları müşterilerine sunarak daha fazla erişilebilir ve iyi müşteri deneyimi sağlamışlardır. Bankacılık Düzenleme ve Denetleme Kurumunun (BDDK) 2021 yılında yayınladığı "Uzaktan Müşteri Edinimi" düzenlemesi ile dijital bankaların iş modelinin fizibilitesinin de arttığı görülmektedir.

Son yıllarda bankacılık sektör temsilcilerinin ve tüketicilerin finansal teknolojilere (FinTech) ilgisinin artması ile ürün ve hizmetlerde değişikliğe gidildiği görülmüştür. Teknolojik gelişmelere uyum sağlayan bankaların giderek müşteri portföylerini genişlettiği ve bu doğrultuda pazar paylarını da arttırdıkları görülürken teknolojik alanda değişime ayak uyduramayan bankaların ise pazar paylarında azalmalar olabileceği düşünülmektedir. Bu çalışmada Türkiye'de geleneksel bankacılık ve katılım bankacılığının dijital görünümünü ortaya koymak ve dijitalleşme sürecinin yıllar içerisindeki gelişiminin incelenmesi amaçlanmıştır. Çalışma kapsamında bankacılık sektöründeki dijital gelişim ve dönüşümün ortaya konulmasıyla sektörün gelişimine ve özellikle katılım bankacılığı sektörünün bankacılık sektörü içerisindeki pazar payını arttırmaya katkı sağlayacağı düşünülmektedir. Katılım bankacılığının dijitalleşmesi alanında literatürde oldukça kısıtlı oranda çalışma yer almaktadır. Bu kapsamda çalışmanın bankacılık ve finans alanındaki literatüre ve özellikle katılım bankacılığı literatürüne de katkı sağlaması hedeflenmektedir.

1. KAVRAMSAL ÇERÇEVE

1.1 Dijital Bankacılık

Teknolojik gelişmeler, finansal hizmetlerin işlem görme şeklini değiştirmektedir (Shin vd., 2020). Bankalar son yıllarda hem maliyetleri azaltma amaçlı hem de müşteri deneyimlerini iyileştirme maksadıyla teknolojik yatırımlara hız vermektedir (Sarel ve Marmorstein, 2003). Bilgi teknolojileri alanında yaşanan büyük değişimler ve gelişmeler bankacılık sektöründen hizmet alan bireyler için birer hizmet deneyimine dönüşmektedir (Chauhan vd., 2022). Teknolojik gelişmeler ve hızla büyüyen dijitalleşme trendi bankaların geleneksel banka anlayışından vazgeçmelerini ve dijitalleşmeyi bünyelerine entegre etmesini sağlamaktadır (Beybur, 2022: 292).

Bankalar, işletme maliyetlerini düşürme, kârlılık seviyelerini arttırma, ulaşılabilir hizmet üretimi ve kaliteli hizmet sunmak amaçlarıyla teknolojinin sağladığı imkânlar ölçüsünde ATM, mobil bankacılık, internet bankacılığı ve dijital bankacılık gibi unsurlarla müşterilerine dijital bankacılık hizmetleri sunmaktadır (Sarel ve Marmorstein, 2003).

Dijital bankacılık, bankalardan alınan birçok hizmetin (fatura ödemesi, yatırım işlemleri vb.) internet desteği ile çevrimiçi platformlar aracılığı ile üstlenilmesi anlamına gelmektedir (Windasari vd., 2022). Bir başka ifade ile dijital bankacılık, bankacılık işlemlerinin sorunsuz bir şekilde gerçekleşmesi için teknolojinin sağladığı avantajlar ile sorunsuz, erişilebilir, sürdürülebilir olarak teknolojik alt yapılar ile kullanılması şeklinde ifade edilebilir. Dijital bankacılık geleneksel bankacılık hizmetlerinin aksine kullanıcısına daha çok kişiselleştirilmiş hizmet sunma fırsatı vermektedir (Sardana ve Singhania, 2018: 28). Dijital bankalar tarihsel olarak ilk 1995 yılında Amerika Birleşik Devletleri'nde ortaya çıkmış ve aynı yıl hemen ardından Avrupa'da görülmeye başlamıştır (Shin vd., 2020). 2000'li yıllarda internet

kullanımının hızlı bir şekilde artması bankaları internet siteleri kurmaya teşvik etmiş ve internet bankacılığı hizmeti müşterilerin kullanımına sunulmuştur. 2006 yılında akıllı telefonların kullanılmaya başlaması bankacılık hizmetlerinin dijitalleşmesi açısından bir devrim niteliğinde olmuş ve bankalar tarafından mobil bankacılık uygulamaları geliştirilmeye, müşterilere sunulmaya başlamıştır (Beybur, 2022: 292).

Finans sektörünün yapısı bankacılık sektörünün dijitalleşmeyi benimsemesi ile bir değişim sergilemiştir. Banka müşterileri çeşitli dijital mecralar ve uygulamalar ile bankacılık işlemlerini çevrimiçi olarak gerçekleştirmeye yönelik özgüven sahibi olmaya başlamıştır (Alnemer, 2022). Otomasyon, mobilizasyon, yapay zeka ve dijitalleşme ilerleyen zamanda müşterilerin günlük kullanım alışkanlıkları haline gelmeye başlayarak elektronik ticaretinde yapısını değiştirmektedir (Shaikh vd., 2020). İnternet ve mobilin küresel yayılımı ve kullanımı, yeni bankacılık ve finansal ödeme biçimlerinin geliştirilmesine katkı sağlamaktadır (Leong vd., 2020). Bankacılık sektöründeki hizmetlerin sunumunda, özellikle dijital ve mobil bankacılık hizmetlerinin büyümesinde de önemli değişiklikler görülmüştür (Alkhowaiter, 2020).

Bankaların pazarlama stratejilerine uygun olarak dijitalleşmenin etkisi ile şubelerin de dijital yetenekleri kazanması ve banka personelinin de dijital yetkinliklerle donatılmış olması önem arz etmektedir (Kaur vd., 2021). Geleneksel bankacılık anlayışının değişerek daha dijital, daha erişebilir ve yeni nesil bankacılık anlayışının geliştiği günümüzde yapay zekâ teknolojilerinin de oldukça yoğun yer aldığı görülmektedir. Bu sayede bankacılık hizmetleri kullanıcı dostu olmanın yanı sıra, zaman tasarrufu sağlayan ve müşterilerin isteği doğrultusunda gelişen hizmetler haline gelmektedir (Ahmed ve Sur, 2023). Ayrıca dijital bankacılığın yaygınlaşması ile bankaların maliyetlerinin azalması, müşteri davranışlarını tahmin edebilme, yeni tüketicilere ulaşma, müşteri sadakatini arttırma ve faaliyet sürdürülebilirliği gibi avantajlar artarak devam etmektedir (Shin vd., 2020).

Bankacılık hizmet sağlayıcıları, yapılan faaliyetlerin ve gerçekleşen hizmetler sonucu oluşan finansal sonuçların dijital bankacılığın müşteriler üzerindeki etkisine göre de analiz edebilmektedir (Chauhan vd., 2022). Shin vd. (2020) çalışmalarında, bankacılık hizmeti kullanılarak finansal faydaların ve yararlı bilgilerin ne ölçüde elde edilebileceğini ifade eden yararlılık araçları dijital banka kullanıcıları arasında geleneksel banka kullanıcılarından daha yüksek olduğu tespit edilmiştir. İslamoğlu ve Bayrak (2022) çalışmalarında, banka ve finans kuruluşlarının müşterilerine sunduğu ürün ve hizmetlere yönelik gerçekleştirmiş olduğu yeniliklere dair müşterilerin bu hizmetleri daha fazla talep etmelerine neden olduğu sonucuna ulaşmışlardır. Bu bağlamda yapılan çalışmada, Türkiye Bankalar Birliği'ne kayıtlı bankalardan elde edinilen finansal veriler kullanılarak, dijital bankacılık hizmetlerinin bankaların finansal performansına etkisi zaman serisi analizi ile incelenmiştir. Araştırma kapsamında Türkiye'de bankaların sunduğu dijital bankacılık hizmetlerinin, bankaların finansal performanslarını pozitif yönlü etkilediği sonucuna ulaşılmıştır. Ahmed ve Sur (2023) çalışmalarında, dijital bankacılık hizmetlerinin daha iyi sağlanmasına yönelik ihtiyacını rasyonelleştirerek, bankaların dijital dönüşümlerini nakitsiz bir ekonomiye doğru ilerletmek için stratejilerini yenilemeleri gerektiğini savunmuştur.

1.2 Katılım Bankacılığında Dijitalleşme Süreci

Türkiye' de bankacılık sektöründe kalkınma ve yatırım bankaları, mevduat bankaları ve katılım bankaları şeklinde üç bankacılık türü yer almaktadır (Bankacılık Kanunu, 2005). Mevduat bankalarına alternatif olarak kurulan katılım bankaları, faizsizlik prensibi ile İslam hukuku ilkeleriyle fon toplayan ve fon kullandıran kurumlardır (Odeduntan ve Adewale, 2015: 2). Mart 2023 dönemi itibarıyla Türk Bankacılık sektöründe 35 adet mevduat bankası, 6 adet katılım

bankası ve 16 adet kalkınma ve yatırım bankası olmak üzere toplamda 57 adet banka bulunmaktadır (BDDK, 2023). Katılım bankaları arasında Türkiye Finans, Albaraka Türk, Kuveyt Türk, Ziraat Katılım, Vakıf Katılım ve Emlak Katılım yer almaktadır. Ayrıca 2023 yılında faaliyet izni verilen 2 adet şubesiz dijital banka T.O.M. Katılım ve Hayat Finans Katılım bankaları da faaliyetlerine başladığı anda katılım bankaları arasında yerini alacaktır (TKBB, 2023). Mart 2023 dönemi itibarıyla bankacılık sektörünün toplam aktiflerine göre, mevduat bankaları %86, kalkınma ve yatırım bankaları %6 ve katılım bankaları %8 oranında pazar payına sahiptir (BDDK, 2023). Katılım bankacılığı sektörü gelecek iki yıl içerisinde bankacılık sektörü içerisindeki pazar payını %15 seviyelerine çıkartmayı hedeflemektedir (TKBB, 2023). Ortaya konulan hedefe ulaşmak için katılım bankacılığı sektörünün hızla gelişen teknolojiye uyum sağlaması önem arz etmektedir. Türkiye'de faaliyet gösteren katılım bankalarının 2022 yılı faaliyet raporlarında dijitalleşme unsuru oldukça yoğun bir şekilde yer almaktadır. Aşağıda Türkiye'de faaliyet gösteren Katılım bankalarının 2022 yılı faaliyet raporlarında yer alan dijitalleşme çalışmaları her bir banka için ayrı ayrı yer almaktadır.

1.2.1. Albaraka Türk Katılım Bankası

Albaraka Türk Katılım Bankasının 2022 yılı faaliyet raporunda bir önceki yıla oranla internet bankacılığı müşteri sayısında %21 ve mobil bankacılık aktif kullanıcı müşteri sayısında %23 oranında bir artışın olduğu tespit edilmiştir. Ayrıca dijital kanallar aracılığı ile kâğıtsız işlem adedi 36 milyon seviyesini aştığı tespit edilmiştir. Uzaktan müşteri kazanım sayısı bir önceki yıla oranla dikkat çekici bir büyüme ile %155 büyümüştür. Bu büyümede Albaraka Türk Bankası'nın müşterilerine şubeye gitme zorunluluğu olmadan, dijital kanallar vasıtası ile sunduğu hizmetlerden olan Pratik Finansman Kart ve yine kurumsal müşterine sunduğu çevrimiçi teminat mektuplarının etkisi olduğu yorumlanabilir. Albaraka Türk Bankası bünyesinde gerçekleşen günlük işlemlerin %90'ı dijital kanalardan, kartlardan ve pos makineleri üzerinden gerçekleştirilmiştir. Kart ve pos işlemleri haricinde salt olarak dijital kanallardan gerçekleştirilen işlemlerin günlük işlemlere oranı ise %80'dir. Albaraka Türk Katılım Bankasının müşterilerine sunduğu sanal asistan olan "Albaraka Asistan"ın kullanımında %56, yanıtlanan soru sayısında %77 oranında artış tespit edilmiştir. Müşterilere sunulan dijital hizmetlerin yanı sıra Albaraka Türk Katılım Bankası personeline sunduğu hizmet içi eğitimlerde de dijitalleşmenin sunduğu avantajlardan yararlanmıştır. 2022 yılında banka personeline sunulan eğitimlerin büyük bir kısmı (toplam eğitimlerin %70'i) çevrimiçi olarak gerçekleşmiştir (Albaraka Türk, 2022).

1.2.2. Kuveyt Türk Katılım Bankası

Kuveyt Türk Katılım Bankası 2022 yılı faaliyet raporu incelendiğinde, Kuveyt Türk Katılım Bankasının dijital yenilikleri bünyesine eklediği görülmektedir. 2021 yılında geliştirilen ve Türkiye'de bir ilk olarak 2022 yılında banka tarafından müşterilerine yönelik şubeye gitme ihtiyacı duyulmadan araç finansmanı sunulmaya başlamıştır. Geliştirilen bu uygulama ile banka müşterileri uçtan uca güvenlik önlemleriyle mobil uygulama aracılığı ile finansman kullanabilmektedir. 2022 yılı verilerine göre 2.5 milyonu aşkın müşteri Kuveyt Türk Bankası'nın dijital uygulamalarını kullanmıştır. Ayrıca 2022 yılı içerisinde bankanın dijital uygulamaları kullanan müşterin tüm aktif müşterilere oranı %90'ı aşmıştır. Banka hesabı açmak isteyen müşterilerin %25'i şubeye gitmeden müşteri temsilci ile görüntülü konuşma sağlayarak işlemlerini gerçekleştirmiştir. Dijitalleşmenin getirdiği yenilikler kapsamında bankanın pazarlama birimlerince gerçekleşen uygulamalarla teminat mektuplarının dijital uygulamalarla müşterilere sunulması sağlanmış ve bu sayede toplam mektup taleplerinin %90'ı dijital mecralar aracılığı ile gerçekleşmiştir. Yapay zekâ destekli çalışmalar kapsamında bankanın müşterilerine yönelik sunduğu dijital asistan uygulaması "Selim" ismiyle hizmet

vermektedir. “Selim” 2020 yılından itibaren bankanın dijital kanalarında, 2021 yılından itibaren bankanın Whatsapp İletişim birimlerinde ve 2022 yılından itibaren sesli yanıt sistemi olarak hizmet vermeye devam etmektedir. Yılda 10 milyonun üzerinde müşterilerce sorulan soruları yanıtlayan dijital asistan üzerinde gerçekleştirilen yenilikler 2020 yılından başlayarak görülen değişim ve gelişim ile bankacılık sektörünün dijital gelişmelere yönelik dinamik olarak çalışmalar yaptığının bir göstergesi olarak değerlendirilmektedir (Kuveyt Türk, 2022).

1.2.3. Türkiye Finans Katılım Bankası

Türkiye Finans Katılım Bankası’nın 2022 yılı faaliyet raporunda dijitalleşmeye yönelik çalışmaları oldukça geniş yer tutmaktadır. Türkiye Finans Katılım Bankası dijitalleşme sürecinde 2022 yılında faaliyet raporunda gelişmeler incelendiğinde, banka yatırım ürünlerinde dijital kanalları kullanan müşteri sayısını 2021 yılına oranla %20 civarında arttırmıştır. Banka müşterilerine sunulan ihtiyaç finansmanı ve ekstra limit ürünlerinde dijital mecralardaki limit 100.000 TL’ye çıkartılmış ve bu sayede müşterilerin dijital kanalları kullanımları teşvik edilmiştir. Türkiye Finans tarafından müşterilere sunulan yurt dışı hisse senetleri ve yatırım fonların dijital mecralarda kullanımının arttırılması amacıyla ürün hattı genişletilerek Katılım hesabı ile Sukuk ürünü “Bol Kepçe Hesap” adıyla dijital mecralarda yoğun bir talep görmüştür. 2021 yılına oranla uzaktan dijital müşteri başvuru sayısını %20 oranında arttıran banka, mobil şubelerden gerçekleşen finansal işlem hacmini %48 ve internet şubelerden gerçekleşen işlem hacmini de %16 oranında arttırmıştır. Dijital Çek uygulaması hayata geçirilmiş olup bu uygulama ile işletme sahibi müşterilerin çek tahsilat, iade ve erteleme işlemleri dijital mecralara taşınmıştır (Türkiye Finans, 2022).

1.2.4. Ziraat Katılım Bankası

Kamu katılım bankaları arasında yer alan Ziraat Katılım Bankası’nın dijitalleşme odaklı 2022 faaliyetleri incelendiğinde, bankacılık işlemlerinde müşterilerin fiziki şubeye gitmesine gerek kalmadan dijital belge onay seçeneğini hizmete aldığı görülmektedir. Ayrıca banka anında finansman adıyla hizmete aldığı uygulama ile müşterilerine günün her saati şubeye gitmeksizin anlaşmalı mağazalardan aldıkları ürünlere yönelik dijital kanallar aracılığı ile finansal destek sağlamıştır. 2015 yılında faaliyetlerine başlayan Ziraat Katılım Bankası 2022 yılında 21.015 adet mobil kullanıcıya ulaşmıştır. Mobil kullanıcı sayısı 2021 yılına oranla 2022 yılında %16 civarında artmıştır. Ayrıca 2022 yılı içerisinde bankaya 47.668 adet görüntülü görüşme talebi gelmiş ve bu görüşmelerin büyük bir çoğunluğu müşteri temsilcisi ile görüntülü görüşme yaparak işlemlerin sonuçlandırılması şeklinde sona ermiştir (Ziraat Katılım, 2022).

1.2.5.Vakıf Katılım Bankası

Vakıf Katılım Bankası dijitalleşme sürecinde 2022 yılında faaliyet raporunda gelişmeler incelendiğinde, Vakıf Katılım Bankası 2021 yılına oranla dijital müşteri kazanım sayısını %25 oranında arttırmıştır. Bankanın çalışmaları sonucu geliştirmiş olduğu Garantili Fon Transferi ile de 2022 yılı sonunda 1 Milyar TL GFT hacmine ulaşılmıştır. Vakıf Katılım Bankası bünyesinde geliştirilen dijitalleşme çalışmaları sonucu dijital müşteri oranını genel müşteri oranına göre %72 seviyelerine taşımıştır. Bu doğrultuda Vakıf Katılım Bankası aracılığıyla gerçekleştirilen para transferlerinin %94’ü, döviz alım satım işlemlerinin %83,5’i ve kıymetli maden işlemlerinin %95’i dijital mecralar kullanılarak gerçekleştirilmiştir. Ayrıca bankanın internet bankacılığı müşteri sayısı 80 bin civarına yaklaşırken, mobil bankacılık müşteri sayısı da 330 bin civarında olduğu görülmüştür (Vakıf Katılım, 2022).

1.2.6. Türkiye Emlak Katılım Bankası

Emlak Katılım Bankası dijitalleşme sürecinde 2022 yılında faaliyet raporunda gelişmeler incelendiğinde, banka faaliyetlerinde dijital mecralara yönelik geliştirmiş olduğu iyileştirme ve gelişmeler sonucunda mobil bankacılık üzerinden şubeye gitmeye gerek kalmadan müşteri kazanım oranını bir önceki yıla oranla %101 civarında bir artış sağlamıştır. 2022 yılında, dijital kanal müşteri sayısı bir önceki yıla oranla %93 artmış, mobil uygulamaları aktif olarak kullanan müşteri sayısının toplam dijital aktif müşteri sayısı içerisindeki payı ise %90 seviyesine yükselmiştir. Bankanın dijital ödeme aracı Emlak Katılım Cep POS'un müşteri sayısı %62 oranında artarken, işlem hacmi bir önceki yıla göre %440 oranında artmış, komisyon gelirinde ise banka 5 kattan fazla artışa ulaşmıştır. Bankanın bireysel müşteri ediniminin %9'unu uzaktan görüntülü görüşme ile elde ettiği görülmektedir (Emlak Katılım, 2022).

1.3. Dijital Bankacılık İzni Alan Kurumlar

Şubesiz Dijital bankaların Türkiye'de öncüsü her ne kadar "Enpara.com" olarak bilinse de QNB Finansbank bünyesinde kurulması nedeniyle şubesiz dijital banka olarak (Neobank) değerlendirilememektedir. "Enpara.com" 2012 yılında QNB Finansbank tarafından kurulan, tüm hizmetlerini sadece dijital kanallar üzerinden sunan ve şubesiz olmasının kendisine sağladığı maliyet avantajını masrafsız ve avantajlı bankacılık anlayışıyla müşterileriyle paylaşan bir dijital bankacılık uygulamasıdır (QNB Finansbank, 2023).

2021 yılında, Bankacılık Düzenleme ve Denetleme Kurulunun (BDDK) tarafından bankalarca kullanılacak uzaktan kimlik tespiti yöntemlerine ve elektronik ortamda sözleşme ilişkisinin kurulmasına dair yönetmeliğin yürürlüğe girmesiyle şubesiz dijital bankacılığın temellerinin atıldığı söylenebilir. Yönetmeliğin amacı, "*bankalar tarafından yeni müşteri kazanımında kullanılabilecek uzaktan kimlik tespiti yöntemlerine ve müşteri kimliğinin tespit edilmesini müteakip sunulacak bankacılık hizmetlerine yönelik olarak mesafeli olsun olmasın bir bilişim veya elektronik haberleşme cihazı üzerinden yazılı şeklin yerine geçecek şekilde ya da mesafeli olarak sözleşme ilişkisinin kurulmasına yönelik usul ve esasları düzenlemektir"* (https://www.resmigazete.gov.tr/eskiler/2021/04/20210401-7.htm).Yönetmelik kapsamında, dijital banka kurma hazırlıklarının başladığı söylenebilir. Ayrıca yine 29 Aralık 2021 tarihinde dijital bankaların faaliyet esasları ile servis modeli bankacılığı hakkında yönetmelik yürürlüğe girmiştir. Bu yönetmelik ile de "sadece elektronik bankacılık hizmetleri dağıtım kanalları üzerinden hizmet veren şubesiz bankaların faaliyetlerine ve bankacılık hizmetlerinin finansal teknoloji şirketleri ve diğer işletmelere bir servis modeli olarak sunulabilmesine ilişkin usul ve esasların belirlenmesi amaçlanmıştır (https://www.mevzuat.gov.tr).

Türkiye'de, 2021 yılında açıklanan Ekonomi Reformları Eylem Planı ile Dijital (Şubesiz) Bankacılık lisanslamalarına (uygulamalarına) olanak sağlanacağı belirtilmiştir (https://ms.hmb.gov.tr/uploads/2021/03/Ekonomi-Reform-Takvimi.pdf). Bu kapsamda dijital bankacılık faaliyeti yapmak isteyen kuruluşlar faaliyet izini almak üzere Bankacılık Düzenleme ve Denetleme Kurumuna başvuru yapmaya başlamıştır. Bu kapsamda faaliyet izni almaya hak kazanan bankalar arasında; Hayat Finans Katılım Bankası, 2022 yılında kuruluş izni alan ve gerekli şartları yerine getirmesinin ardından, Hayat Finans Katılım Bankası Türkiye'nin ilk şubesiz dijital bankası olma özelliği taşıyan Hayat Finans Katılım Bankası 23 Mart 2023'te Bankacılık Düzenleme ve Denetleme Kurumu'ndan faaliyet izni almıştır (https://www.bddk.org.tr/Mevzuat/Liste/55). %100 Türk sermayesi ile kurulan Türkiye'nin ilk dijital bankası olma özelliği taşıyan Hayat Finans Katılım Bankası'nın 2023 yılının son çeyreğinde internet alt yapısı ile hizmet vermeye hazır olacağı beklenmektedir (Hayat Finans Katılım, 2023).

T.O.M. Katılım Bankası, Türkiye'de dijital bankacılık faaliyet izni almayı hak eden ikinci kuruluş T.O.M. Katılım bankasıdır. 31 Mart 2023 itibarıyla BDDK tarafından faaliyet izni resmi olarak alınmıştır (https://www.bddk.org.tr/Mevzuat/Liste/55). "*Şubesiz, kolay ve şeffaf bankacılık ile her ihtiyacınızda yanınızdayız!*" mottosuyla tanıtımlarına başlayan banka taksitli alışveriş kredisi, faizsiz kredi çözümleri, katılım bankacılığı hesap hizmetleri, döviz-altın işlemleri, ücretsiz kurum faturaları ödeme ve para transferlerinin yapılacağını duyurmuştur (T.O.M Katılım, 2023).

Bankacılık Düzenleme ve Denetleme Kurulu tarafından faaliyet izni verilen bu iki banka haricinde şubesiz dijital bankacılık faaliyeti yapmak üzere BDDK tarafından kuruluş izni verilen bankalarda bulunmaktadır. Bu bankalar kuruluş izinlerinin ardından gerekli şartları yerine getirmesi durumunda faaliyet izni alarak çalışmalarına başlayabileceklerdir. Kuruluş izni verilen dijital bankalar; "Kasa Katılım Bankası", "Fups Bankası" ve "Ziraat Dinamik Bankası'dır (https://www.bddk.org.tr/Mevzuat/Liste/55).

2. ARAŞTIRMA YÖNTEMİ

Çalışmanın amacı, Türkiye'de geleneksel bankacılık ve katılım bankacılığının dijital görünümü ortaya koymak ve dijitalleşme sürecinin yıllar içerisindeki gelişimini incelemektir. Türkiye Katılım Bankalar Birliği ve Türkiye Bankalar Birliği ile Bankacılık Düzenleme ve Denetleme Kurumu internet sitesinde yer alan dijital bankacılık ve finansal verilerin yıllar içerisindeki değişimi ve gelişimi değerlendirilmektedir. Dijital bankacılık ve finansal veriler içerik analiz yöntemi ile incelenmiştir. Araştırmanın örneklemini Türkiye'de faaliyet gösteren mevduat ve katılım bankaları oluşturmakta ve dönem olarak ise 2020-2022 yılları kapsama alınmıştır. Kalkınma ve yatırım bankaları verilere dâhil edilmemiştir.

3. BULGULAR

3.1. Dünya'da ve Türkiye'de Dijitalleşme

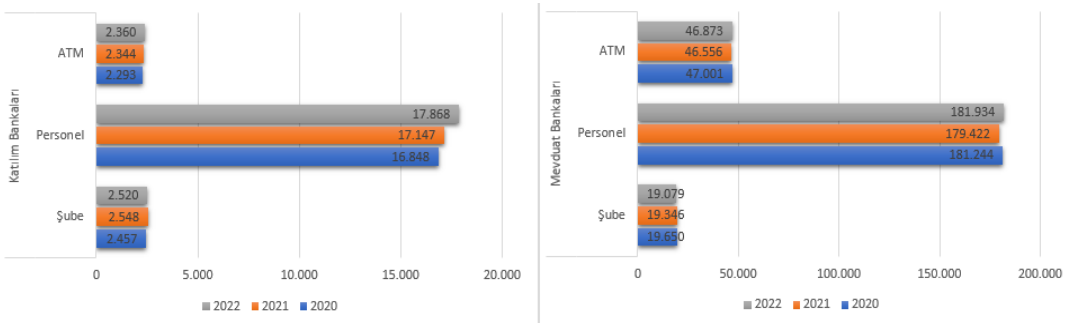
Dünya nüfusu 2023 yılında 8 milyar kişiyi aşmıştır. Türkiye nüfusu ise 85.59 milyon olarak tespit edilmiştir. Dijitalleşmenin her geçen gün yoğun olarak artmaya devam ettiği dünyamızda dünya geneli internet kullanan birey sayısı 5 milyarı aşmış ve bu dünya toplam nüfusuna oranı %65 seviyelerine yaklaşmıştır. Türkiye'de nüfusun %83'ü internet kullanıcı haline gelmiştir. Yapılan araştırmalar 16-64 yaş arasındaki internet kullanıcılarının interneti kullanmalarının temel nedenleri arasında finans ve tasarruf yönetiminin oranının %42 civarında olduğunu göstermektedir. 2023 yılının Şubat ayında "We Are Social ve Meltwater" ortaklığıyla hazırlanan Dijital 2023 Türkiye raporunda; 15 yaş üstü tüketicilerin finansal hizmetleri kullanma oranı incelendiğinde; finansal bir kuruluşta hesabı olan bireyler %73.4'tür. Aynı yaş aralığında kredi kartı sahipleri %32.6, banka kart sahipleri %58.9, mobil ödeme hesabı olanların oranı %18.3, internet üzerinden satın alma işlemleri yapanlar oranı %30.3 ve internetten fatura ödeyenlerin oranının %42.1 olduğu sonucuna ulaşılmıştır (Türkiye Dijital, 2023).Bu doğrultuda dijitalleşmenin finans ve bankacılık sektörünü doğrudan etkilediği değerlendirmesi yapılabilir.

3.2. Dijital Bankacılık Verileri

2023 yılı verilerine göre Türkiye'de toplam 57 adet bankanın faaliyet gösterdiği bilinmektedir. 57 adet bankanın içerinde 35 adet mevduat bankası, 6 adet katılım bankası ve 16 adet kalkınma ve yatırım bankası yer almaktadır (BDDK, 2023). Son yıllarda teknoloji alanında görülen ilerleme sonucu dijitalleşme Dünya genelinde birçok alanda etkisini göstermiş ve bankacılık sektörü de dijitalleşmenin etkisi ile bir değişim içine girmiştir. Değişen müşteri davranışlarından hareketle bankalar dijitalleşen dünyada şube sayılarını ve çalışan sayılarını azaltarak kârı maksimize etme yoluna gitmişlerdir. Avrupa'da banka şube sayısı 2016 yılından

2023 yılına kadar %25 oranında azalmıştır. Bu azalmanın yanı sıra personel sayısı da %12 oranında gerilemesine karşın bankaların yıllık iş hacimlerinde %25 bir yükselme olduğu tespit edilmiştir (Kearney, 2022). Grafik 1'de bankaların personel sayıları, şube sayıları ve ATM sayıları gösterilmektedir.

Grafik-1: Bankaların Şube, Personel ve ATM Sayıları

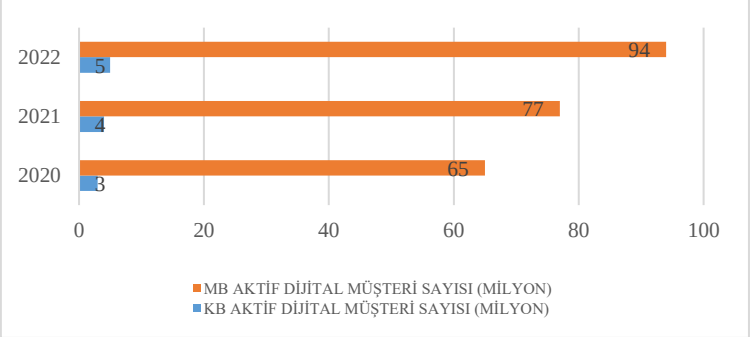


Kaynak: BDDK (2023) internet sayfasından elde edilen veriler yazarlar tarafından derlenmiştir.

Grafik 1'de görüldüğü üzere, katılım bankaları ve mevduat bankaları yıllar içerisinde yurt içi, yurt dışı, çevrimiçi sisteme dâhil şube sayısı toplamında değişiklik görünmüş ve özellikle mevduat bankalarının şube sayılarında bir azalışın olduğu görülmektedir. Mevduat bankalarının yıllar içerisinde yurt içi ve yurt dışı personel sayısında ve ATM sayısında 2021 yılında bir önceki yıla göre azalma dikkat çekicidir. Katılım bankalarında ise yıllar içerisinde personel sayısının artması pazar payını büyütme çabalarından kaynaklandığı şeklinde ifade edilebilir. Yapılan araştırmalar göz önünde bulundurulduğunda, bankaların faaliyetlerinde dijitalleşmenin artmasıyla şubeleşme hızının azaldığı ve mevcut şube sayılarında, personel ve ATM sayılarında azaltma yoluna gidildiği değerlendirmesi yapılabilir.

Grafik 2'de katılım bankacılığı sektöründe 2020-4.Dönem, 2021-4.Dönem ve 2022.4-Dönem arasında Dijital Bankacılık Müşteri Sayıları gösterilmektedir. Grafikte yer alan istatistikler, Türkiye Bankalar Birliği üyesi ve internet bankacılığı hizmeti veren 27 banka ile mobil bankacılık hizmeti veren 21 banka verisinden oluşmaktadır. Katılım bankaları verileri ise, Türkiye Katılım Bankalar Birliği üyesi ve internet bankacılığı hizmeti veren ve mobil bankacılık hizmeti veren 6 katılım bankası verilerinden oluşmaktadır.

Grafik-2: Bankaların Aktif Dijital Müşteri Sayısı (Milyon)



Kaynak: Veriler TKBB ve TBB (2023) internet adresinden alınmıştır.

Grafik 2'de görüldüğü üzere, 2020 yılı 4.dönemde katılım bankacılığı sisteminin aktif dijital müşteri sayısı yaklaşık 3 milyon iken geleneksel bankacılık sisteminin yaklaşık 65 milyona ulaştığı görülmektedir. 2021 yılı 4.dönemde katılım bankacılığı sisteminin aktif dijital müşteri sayısı yaklaşık 4 milyon seviyelerinde iken geleneksel bankacılık sisteminin yaklaşık 77

milyona ulaştığı görülmektedir. 2022 yılı 4.dönemde katılım bankacılığı sisteminin aktif dijital müşteri sayısı yaklaşım 5 milyon iken geleneksel bankacılık sisteminin yaklaşık 94 milyona ulaştığı görülmektedir. Bu sonuçlar göz önünde bulundurulduğunda, hem geleneksel bankacılık sisteminin hem katılım bankacılığı sisteminin aktif dijital müşteri sayıları yıllar içerisinde artma eğiliminde olduğu görülmüştür.

Tablo 1'de bankacılık sektöründe 2020-4.Dönem, 2021-4.Dönem ve 2022.4-Dönem arasında Dijital Bankacılık istatistiklerinin yıllar içerisindeki değişimi gösterilmektedir.

Tablo-1: Dijital Bankacılık İstatistiklerinin Yıllar İçerisindeki Değişimi

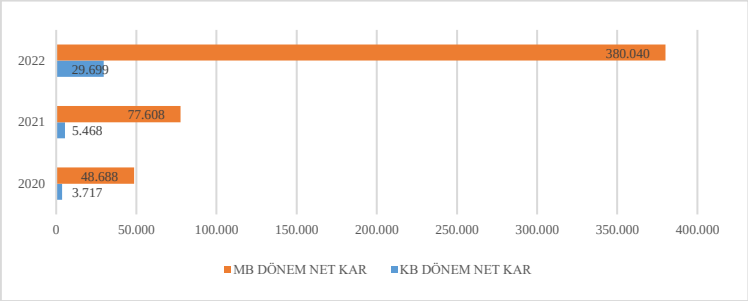
	Yıllar	Sadece İnternet Bankacılığı Kullanan	Sektörün Bir Önceki Yıla Göre Büyüme Oranı (%)	Sadece Mobil Bankacılık Kullanan	Önceki Yıla Göre Büyüme Oranı (%)	Hem İnternet Hem Mobil Bankacılık Kullanan	Önceki Yıla Göre Büyüme Oranı (%)
KB	2020	242.949	-	2.759.447	-	294.614	-
	2021	221.717	-9	3.474.309	25	347.137	18
	2022	200.400	-10	4.226.099	22	369.121	6
GB	2020	3.177.000	-	53.234.000	-	9.267.000	-
	2021	2.764.000	-13	65.954.000	24	9.214.000	-0.5
	2022	2.301.000	-17	82.304.000	25	9.786.000	6

Kaynak: Veriler TKBB ve TBB (2023) internet adresinden yazarlar tarafından derlenmiştir.

Tablo 1'de 2021 yılında katılım bankalarında sadece internet bankacılığını kullananların sayısı bir önceki yıla göre %9 azalış, 2022 yılında ise %10 oranında azalış göstermiştir. 2021 yılında mevduat bankalarında sadece internet bankacılığını kullananların sayısı bir önceki yıla göre %13 azalış, 2022 yılında ise %17 oranında bir azalışın olduğu tespit edilmiştir. 2021 yılında katılım bankalarında sadece mobil bankacılık faaliyetlerini kullananların sayısı bir önceki yıla göre %25 artış, 2022 yılında ise %22 oranında bir artış tespit edilmiştir. 2021 yılında mevduat bankalarında sadece mobil bankacılığı kullananların sayısı bir önceki yıla göre %24 oranında artış, 2022 yılında ise %25 oranında artış tespit edilmiştir. 2021 yılında katılım bankalarında hem internet hem mobil bankacılığı kullananların sayısı bir önceki yıla göre %18 artış, 2022 yılında ise %6 bir artış tespit edilmiştir. 2021 yılında mevduat bankalarında hem internet hem mobil bankacılığı kullananların sayısı bir önceki yıla göre %0,5 azalış, 2022 yılında ise %6 bir artış tespit edilmiştir. İki bankacılık türünde de dijitalleşme trendinin aynı oranlarda olduğu görülmektedir.

Mevduat bankalarının ve katılım bankalarının dönem net kârları Grafik 3'te gösterilmektedir.

Grafik-3: Bankaların Dönem Net Kârı (Milyon)



Kaynak: Veriler BDDK (2023) internet adresinden alınmıştır.

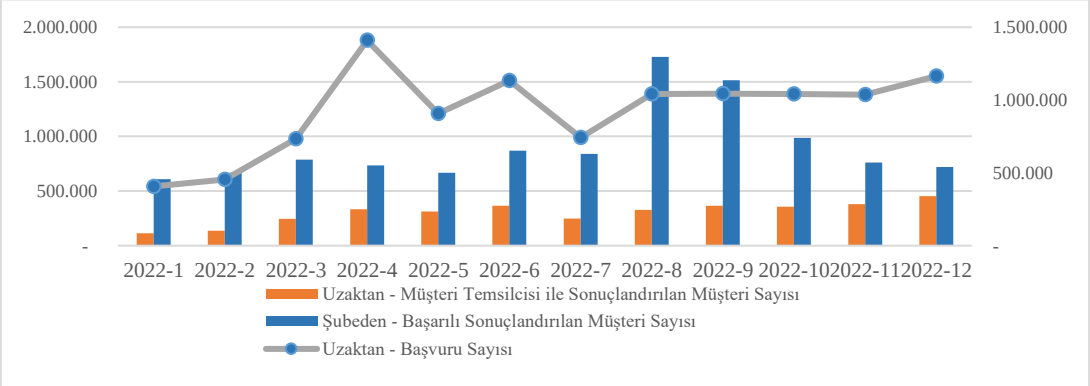
https://www.bddk.org.tr/BultenAylik

Grafik 3'te görüldüğü üzere, mevduat bankalarının ve katılım bankalarının dönem net kârlarında artış olduğu gözlemlenmiştir. Özellikle dijitalleşmenin etkisiyle bankaların maliyetlerinde düşmeler ve kârlılıklarında artışların bu duruma katkı sağladığı şeklinde bir yorum yapmak mümkündür. Ulusoy ve Demirel, (2021) çalışmalarında da dijitalleşme ve kârlılık arasında pozitif bir ilişkinin varlığını ortaya koymuşladır.

3.3.Uzaktan Müşteri Edinim Verileri

Bankalar teknolojinin gelişmesinin sağladığı avantajlar ile müşterilerinin banka şubesine gitmesine gerek kalmadan görüntülü görüşme gibi imkânlarla uzaktan müşteri kazanma yollarını tercih etmektedir.
Grafik 4'te 2022 yılını kapsayan TBB ait uzaktan müşteri edinim verileri gösterilmektedir.

Grafik 4: 2022 Yılı Uzaktan Müşteri Edinim Verileri



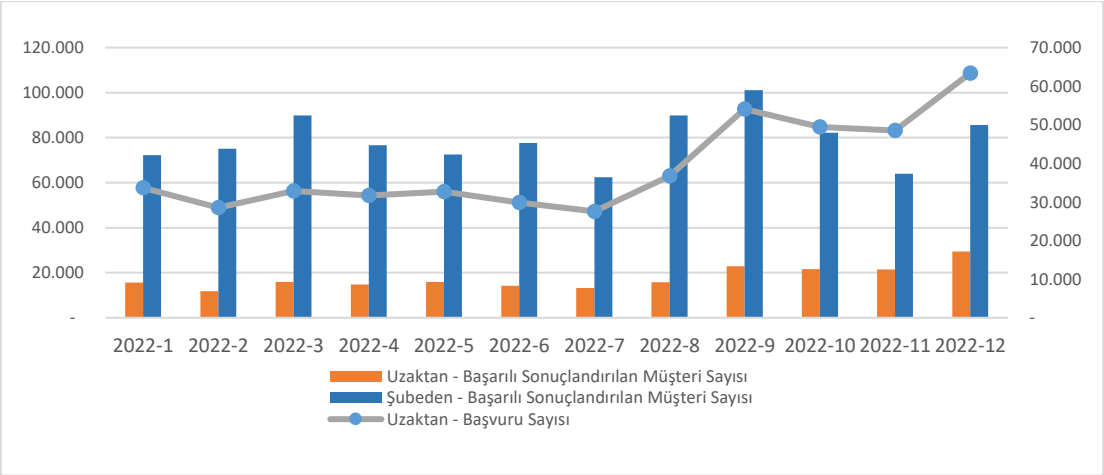
Kaynak: TBB (2023) internet adresinden alınmıştır.

https://www.tbb.org.tr/Content/Upload/istatistikiraporlar

Grafik 4'te 2022 yılı uzaktan müşteri başvuru sayısının toplam 11.114.772 olduğu görülmektedir. Uzaktan en yüksek başvuru sayısının 1.409.652 ile nisan ayında gerçekleştiği görülmektedir. Dijitalleşmenin sağlamış olduğu katkılar neticesinde bankaların daha az maliyet ve iş gücü ile uzaktan müşteri edinimlerini sağladığı ve müşterinin de bu duruma uyum sağladığını söylemek mümkündür.

Grafik 5'de 2022 yılını kapsayan TKBB ait uzaktan müşteri edinim verileri gösterilmektedir.

Grafik 5: 2022 Yılı Uzaktan Müşteri Edinim Verileri



Kaynak: TKBB (2023) internet adresinden alınmıştır.

https://tkbb.org.tr/veri/istatistikler

Grafik 5'de 2022 yılı uzaktan müşteri edinimi başvuru sayısı toplam 881.186 iken en fazla olan ay Aralık ayında ile 63.402 adet başvurunun gerçekleştiği görülmektedir. Uzaktan başarılı sonuçlandırılan toplam müşteri sayısı 387.048 iken en fazla ay Aralık ayı 29.385 iken, şubeden başarılı sonuçlandırılan toplam müşteri sayısı 1.841.602 ve en fazla ay Eylül ayında 101.049 olduğu görülmektedir. Oransal olarak bakıldığında uzaktan başvuruların daha olumlu sonuçlandığı görülmektedir.

SONUÇ

Bankaların, dijital dönüşüm sürecinde müşterilerine daha iyi ürün ve hizmet verebilmek için yeni teknolojik uygulamaları rekabet edebilmek ve kârlılıklarını artırabilmek için kullanmaları fayda sağlayan bir unsurdur. Bankalar internet ve mobil bankacılık uygulamaları sayesinde müşterine daha düşük maliyetlerle ürün ve hizmet verebilmektedir. Ayrıca, bankalar uzaktan müşteri edinimi sayesinde müşteri portföyünü geliştirebilmekte, yapay zekâ ve blok zincir teknolojilerindeki gelişmeler sayesinde hızlı ve güvenilir işlem yapabilmektedir. Bu çalışmanın amacı, Türkiye'de geleneksel bankacılık ve katılım bankacılığının dijital görünümü ortaya koymak ve dijitalleşme sürecinin yıllar içerisindeki gelişimini incelemektir.

Araştırma sonucunda, 2023 yılında dünya genelinde internet kullanıcılarının nüfusa göre kullanım oranı %64.4 iken Türkiye'de internet kullanıcılarının nüfusa göre kullanım oranı %83.4 olduğu görülmektedir. Bu kullanıcıların interneti kullanmalarının temel nedenleri arasında %42.30 oranında finans ve tasarruf yönetimi olması bankacılık sektörü için önemli bir olgudur. 2023 yılında internet kullananların finans ve bankacılık sektöründe dijital ortamda ağırlıklı olarak işlem yaptıkları yorumundan hareketle bankaların potansiyel dijital müşteri sayıları göz önünde bulundurmaları ve bu müşteri kitlesine yönelik pazarlama stratejileri dizayn etmesinin önemli olduğu değerlendirilmektedir.

Dijitalleşme ile birlikte dünyada bankacılık sektöründe yaşanan gelişmelerde bankaların personel, şube, ATM sayılarında azalma trendine girdiği görülmüştür. Türkiye' de ise, bu durum sadece mevduat bankaları için geçerlidir. Mevduat bankaları yurt içi ve yurt dışı personel sayısı ve ATM sayısı toplamında özellikle 2021 yılında bir önceki yıla göre azalma eğiliminde iken, 2022 yılında az da olsa bir artışın olduğu tespit edilmiştir. Pandeminin etkisinin azalmasıyla 2022 yılında yine müşterilerin fiziki ortamda hizmet almayı tercih etmelerinin bu durumda etkisi olduğu ifade edilebilir. Katılım bankalarının sektör paylarının küçük olması ve

birçok bölgede şubeleşmeye gitmesi şube sayılarında, personel ve ATM sayılarındaki artışa neden olduğu söylenebilir.

2020-2022 yılları arasında hem geleneksel bankacılık sisteminin hem katılım bankacılığı sisteminin aktif dijital müşteri sayılarında dikkat çekici bir artışın olduğu görülmektedir. 2021 yılında katılım bankalarında sadece internet bankacılığını kullananların sayısında bir önceki yıla göre %9 oranında azalış, 2022 yılında ise %10 oranında azalışın olduğu görülmektedir. 2021 yılında mevduat bankalarında sadece internet bankacılığını kullananların sayısı bir önceki yıla göre %13 bir azalış, 2022 yılında ise %17 bir azalış olduğu görülmektedir. 2021 yılında katılım bankalarında sadece mobil bankacılığı kullananların sayısı bir önceki yıla göre %25 artış, 2022 yılında ise %22 bir artış tespit edilmiştir. Akıllı telefonların kullanımın yaygınlaşması ve bilgisayarlarla yapılan birçok işlemin artık mobil uygulamalar ile yapılıyor olmasında bu durumun etken olduğu söylenebilir. Yine 2021 yılında mevduat bankalarında sadece mobil bankacılığı kullananların sayısında bir önceki yıla göre %24 artış, 2022 yılında ise %25 bir artış olduğunun tespit edilmesi de bu duruma örnektir.

Mevduat bankalarının ve katılım bankalarının dönem net kârlarında artış olduğu gözlemlenmiştir. Özellikle dijitalleşmenin etkisiyle bankaların maliyetlerinde düşmeler ve kârlılıklarında artışlar olacağı değerlendirilmektedir. Ulusoy ve Demirel, (2021) çalışmalarında da dijitalleşme ve kârlılık arasında pozitif bir ilişkinin varlığını ortaya koydukları görülmüştür.

Genel anlamda mevduat bankaları ile katılım bankalarının teknolojik gelişmelerden yararlanarak ve teknolojiye ayak uydurarak faaliyetlerini geliştirdikleri yorumunu yapmak mümkünüdür. Müşterilerin şubeye gitmeden hizmet alma imkânları, müşteri olmayanların yine dijital yollarla müşteri portföyüne eklenmeleri bu duruma örnek olarak gösterilebilir.

Bankaların finansal hedefler doğrultusunda, yeni pazarlama trendlerini ve gelişen dijitalleşme ile müşterilerine daha iyi hizmet verebilmelerine yönelik çalışmalar yapması kârı maksimize etmede önemli bir unsurdur. Bu çalışma sadece katılım ve mevduat banka verilerini kapsamaktadır. Dönemsel olarak 2020 ve 2022 yıllarının incelenmesi çalışmanın en önemli kısıtlarındandır. Katılım bankacılığının bankacılık sektörü içerisindeki dijital görünümü ve gelişimine yönelik çalışmaların daha geniş dönemleri kapsayacak şekilde gelecek araştırmalarda yer alması önerilmektedir.

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Investigation of the Factors Affecting the Performance of Global Cities with CRITIC Method

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ABSTRACT

Cities around the world are striving to attract people, capital and businesses with global competition in mind. The aim of this study is to determine the importance of the criteria affecting the performance of global cities in order to become a power center city. In the study, CRITIC weighted method is used with the 2022 data of London, New York, Tokyo, Paris, Singapore, Amsterdam, Seoul, Berlin, Melbourne and Shanghai, which are the top 10 cities in the Global Power City index in 2022. In addition, variables such as Economy, R&D, Cultural-Interaction, Livability, Environmental and Accessibility are discussed as performance indicators of cities. According to the findings obtained as a result of empirical analysis, the performance criterion that has the most importance for the top 10 global cities in 2022 is "accessibility". The second important criterion is "environmental". The least important performance criterion for the global 10 cities is "Cultural-Interaction". In conclusion, in line with these findings of the study, policymakers offer important recommendations for global cities to become stable powerhouse cities.

Keywords: CRITIC Method, Global Cities, Quality of Life, Performance Indicators

1.Introduction

People's lifestyles are changing and urbanization is accelerating with the industrial revolution (Çağlar, 2020). Therefore, a rapid urbanization trend observed worldwide indicates that more than half of the world's population lives in cities (Wang et al., 2017). In the urban century, too, most of the people on our planet will live in cities (Kourtit et al., 2014). At the same time, this urban change seems to be more pronounced, especially in developing regions, but less in developed regions (Wang et al., 2017). Since most of the rate of urbanization occurs in developing countries, these developing global cities are doing great things in mitigating the effects of climate change and also improving the efficiency of cities' social and economic fluctuations (Wang &Chi, 2016).

While the rapid growth of cities, that is, cities, causes environmental pollution, sources of unhappiness such as stress and structural problems to increase, it increases the income level, increases the welfare level, improves the education level and improves the life consciousness (Çağlar, 2020). On the other hand, with the globalization that occurred in the 1990s, it shows that factors such as environment and communication affect the welfare of society and individuals in changing living conditions (Akar, 2014).

In an ever-changing world, the strengths, weaknesses, and challenges of global cities are grasped not only through a ranking, but also by analyzing specific components of that ranking (The Mori Memorial Foundation, 2022). Therefore, the aim of this study is to determine the importance level of the criteria affecting the performance of the global city in order for London, New York, Tokyo, Paris, Singapore, Amsterdam, Seoul, Berlin, Melbourne and Shanghai, which are the top 10 cities in the Global Power City Index in 2022, to be a strong center city by using the CRITIC hospitality method. In the study, with the data of 2022, variables such as Economy, R&D, Cult-Inter, Livability, Environmental and Accessibility are discussed as performance indicators of cities.

The rest of the work is designed as follows. In the first part, the studies in the literature are examined and evaluated. In the third part, the data and method are mentioned and in the fourth part, the study findings are explained. In the last section, the result of the study is described.

2. Literature review

Today, the determination of the quality of life of cities and the determination of the performance of global cities are becoming the focus of many researchers and are examined as an important issue studied in the literature. At the same time, many researchers use Multi-Criteria Decision Making (MCDM) methods when examining and analyzing this issue (Kaya et al., 2011; Kourtit et al., 2014; Çınaroğlu, 2021). For example; Kaya et al. (2011) analyzes the quality of life of 31 countries, namely 27 European Union (EU) countries, EEA country Norway and EU candidate countries Croatia, Macedonia and Turkey, using the multi-criteria decision-making method VIKOR method by using the European Quality of Life survey in 2003, 2005 and 2007. According to the findings obtained, Spain in 2003 and 2007, Denmark and Norway in 2005 were determined as the countries with the best quality of life, while in three years Turkey was found to be almost in the last place.

Similarly, Aydın and Yıldız (2021) aims to classify 44 global cities from 29 different countries in terms of similar functions mentioned above by calculating the Global Power Index. According to the fuzzy clustering analysis method, global cities have a statistically significant difference in terms of economy, livability, environment and accessibility indicators.

On the other hand, Türe (2019) calculates the welfare scores of 34 OECD countries by using the gray relational method, which is a multi-criteria decision-making method, with the entropy method. Analyzing 15 years of current data for the period 2000-2014, it is obtained that Iceland,

Australia, Norway and Switzerland have the highest level of prosperity, while Hungary, Greece, Turkey and Mexico are at the lowest level. Yıldız et al. (2019) examines the quality of life of the European Union countries by taking into account the living conditions, working status, education, health, social relations, security, management, environment and housing criteria. Using the Pythagorean Fuzzy AHP method and the Modified Delphi method, the researchers obtain that the "health" criterion has the highest importance and the "working status" criterion has the least importance among the criteria. At the same time, it is seen that the quality of life of Norway, Denmark, Switzerland and Finland, which have a value greater than 0.90 according to the TOPSIS method, is the highest value.
As a result, the studies examined in the literature are a source of motivation in determining the purpose of this research.

3. Data and Method

The data used in the study are obtained from the GPCI (2022) database. Information on the global cities included in the analysis, the evaluation criteria and the benefit/cost aspects of the criteria are shared in Table 1.

Table 1: Data Used in the Study

Countries	Criteria	Code	Criterion Direction
Newyork	Economy	EC	Max
London	R&D	RD	Max
Tokyo	Cult-Inter	CI	Max
Paris	Livability	LI	Max
Singapore	Environmental	EN	Max
Amsterdam	Accessibility	AC	Max
Seoul			
Berlin			
Melbourne			
Shanghai			

In this study, CRITIC weighting method is used to determine the importance of the criteria affecting the performance of global cities. The CRITIC (Criteria importance through inter-criteria correlation) method is a correlation-based technique that uses analytical tests to extract basic information from decision criteria. Using the contrast intensity and the contradictory nature of the criteria, it determines the level of importance of the criteria. The CRITIC method introduced the concept of conflict into multi-criteria decision-making methods (Zafar et al. (2021). The relevant method consists of 5 steps and these steps are as follows (Çınaroğlu, 2021);
Step 1: The decision matrix is determined.
Step 2: A normalized decision matrix is created by normalizing the decision matrix.
Step 3: The level of correlation between the criteria is determined.
Step 4: The value of the amount of information belonging to the criteria is calculated.
Step 5: Criterion weights are determined.

4. Results

The analysis findings of the CRITIC method are as follows;

Step 1: Create a decision matrix. The decision matrix of the study is given in Table 2.

Table 2: Decision Matrix

Cities	EC	RD	CI	LI	EN	AC
Newyork	362,50	207,40	254,30	304,00	157,10	220,60
London	324,50	181,30	338,90	358,30	192,90	196,80
Tokyo	292,00	145,40	210,60	353,10	181,00	185,10
Paris	253,10	103,10	235,50	383,40	156,30	225,40
Singapore	286,30	96,80	162,00	330,70	182,70	175,30
Amsterdam	259,80	66,10	144,80	360,00	168,60	229,30
Seoul	248,60	130,50	145,90	316,50	180,50	167,10
Berlin	222,80	80,90	171,60	359,00	195,20	153,50
Melbourne	242,00	80,20	124,40	349,40	201,60	159,70
Shanghai	265,10	87,50	112,00	282,90	139,30	247,10

Step 2: The normalized decision matrix is obtained by normalizing the created decision matrix. When obtaining a normalized decision matrix, the benefit and cost aspects of the criteria are taken as basis. The normalized decision matrix created is given in Table 3.

Table 3: Normalized Decision Matrix

Cities	EC	RD	CI	LI	EN	AC
Newyork	1,0000	1,0000	0,6271	0,2100	0,2857	0,7169
London	0,7280	0,8153	1,0000	0,7502	0,8604	0,4626
Tokyo	0,4953	0,5612	0,4346	0,6985	0,6693	0,3376
Paris	0,2169	0,2619	0,5443	1,0000	0,2729	0,7682
Singapore	0,4545	0,2173	0,2204	0,4756	0,6966	0,2329
Amsterdam	0,2649	0,0000	0,1446	0,7672	0,4703	0,8098
Seoul	0,1847	0,4558	0,1494	0,3343	0,6613	0,1453
Berlin	0,0000	0,1047	0,2627	0,7572	0,8973	0,0000
Melbourne	0,1374	0,0998	0,0546	0,6617	1,0000	0,0662
Shanghai	0,3028	0,1515	0,0000	0,0000	0,0000	1,0000

Step 3: In this step, the levels of correlation between the criteria are calculated. The obtained correlation values are given in Table 4.

Table 4: Correlation Coefficients Between Criteria

Criteria	EC	RD	CI	LI	EN	AC
EC	1,0000	0,8681	0,6714	-0,3024	-0,2285	0,3467
RD	0,8681	1,0000	0,7722	-0,2156	-0,0537	0,0899
CI	0,6714	0,7722	1,0000	0,3381	0,1026	0,1129
LI	-0,3024	-0,2156	0,3381	1,0000	0,4726	-0,2506
EN	-0,2285	-0,0537	0,1026	0,4726	1,0000	-0,8906
AC	0,3467	0,0899	0,1129	-0,2506	-0,8906	1,0000

Step 4: In this step, the amount of information contained in the criteria is calculated. The calculated values are given in Table 5.

Table 5: Information Quantities of Criteria

Cities	EC	RD	CI	LI	EN	AC

EC	0,0000	0,1319	0,3286	1,3024	1,2285	0,6533
RD	0,1319	0,0000	0,2278	1,2156	1,0537	0,9101
CI	0,3286	0,2278	0,0000	0,6619	0,8974	0,8871
LI	1,3024	1,2156	0,6619	0,0000	0,5274	1,2506
EN	1,2285	1,0537	0,8974	0,5274	0,0000	1,8906
AC	0,6533	0,9101	0,8871	1,2506	1,8906	0,0000

Step 5: In this step, which is the last stage of the CRITIC method, the weight values of the criteria are calculated. The importance levels of the criteria are presented in Table 6.

Table 6: Criterion Weights and Ranking

Criteria	**EC**	**RD**	**CI**	**LI**	**EN**	**AC**
w_j	0,1294	0,1396	0,1098	0,1786	0,2108	0,2318
Rank	5	4	6	3	2	1

When the results obtained are examined; It has been determined that the most important criterion affecting the performance of global cities is AC (Accessibility). The most important criteria following the relevant ranking are; EN (Environmental), LI (Livability), RD (R&D), EC (Economy). It was concluded that the criterion that least affected the performance of global cities was CI (Cult-Inter).

6. Conclusion

Today, determining the quality of life of cities and determining the performance of global cities are becoming the focus of many researchers. The purpose of this study, the purpose of this study, is to determine the importance level of the criteria affecting the performance of the global city in order to be a strong center city. The study uses the CRITIC weighting method, focusing on the top 10 cities in the Global Power City index in 2022, London, New York, Tokyo, Paris, Singapore, Amsterdam, Seoul, Berlin, Melbourne and Shanghai. At the same time, the data of these cities for 2022 and variables such as Economy, R&D, Cultural-Interaction, Livability, Environmental and Accessibility are discussed as performance indicators.

Empirical findings show that the most important criterion affecting the performance of global cities is accessibility. In second place is environmental, in third place is livability, in fourth place is R&D and in fifth place is economy. It is determined that the criterion that affects the performance of global cities the least is cultural interaction.

Thus, given the global competition between cities around the world, global cities must improve their performance in order to attract people, capital and businesses, first of all in terms of accessibility, but also in environmental, livability, R&D, economy, and cultural interaction.

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How do Climate Policy Uncertainty, Financial Market and Financial Institution Development Influence CO2 Emissions in China?

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ABSTRACT

One of the most important problems of countries is climate change and one of the factors that cause these climate conditions to worsen is carbon emissions (CO2). As climate change affects many countries, it causes the deterioration of climate conditions in China, which is rapidly industrializing and whose economy is growing rapidly. Therefore, the aim of this study is to examine the relationship between China's CO2 emissions in the period 1990-2020 and climate policy uncertainty, the development of financial institutions and the development of financial markets. For this purpose, firstly, whether the variables contain unit roots or not is tested with Ng-Perron and DF-GLS unit root tests, and then the long-term relationship between the variables is tested with the Johansen Cointegration approach. In the final stage, the causality relationship between the variables is investigated with the VECM Granger causality method. Empirical findings indicate that the variables are cointegrated at the I(1) level and that there is a long-term relationship between CO2 emissions and climate policy uncertainty, the development of financial institutions and the development of financial markets. The findings of causality also suggest that there is one-way causality that extends from climate policy uncertainty, the development of financial institutions and financial markets to CO2 emissions. As a result, the study offers many recommendations to policy makers and financial institutions in line with these findings.

Keywords: CO2 Emissions, Climate Policy Uncertainty, Development of Financial Institutions, Development of Financial Markets.

1.Introduction

Climate change tends to move over a very long period of time and causes ecological degradation over a very long period of time (Thuiller, 2007). Therefore, climate change is expressed as a slow and gradual change in average climatic conditions (Weber, 2010). Climate change appears to be shaping the sociological, geopolitical, and financial dynamics of our time (Venturini, 2022).

Since the mid-1990s, climate change has been on the environmental agenda all over the world, especially in developed countries. A wide range of strategies and measures are being proposed and implemented at different scales to mitigate climate change. Many of these measures and strategies are explicitly nation-state-oriented, as nation states are still seen as the main actors, institutions, and platforms for designing and implementing climate change mitigation (Mol, 2012). Therefore, one of the most important problems of countries is climate change and one of the factors that cause the worsening of these climate conditions is carbon emissions (CO2) (Lee & Brahmasrene, 2013; Purcel, 2019; Fried et al., 2021).

Climate change affects many countries and causes deterioration of climate conditions in China, which is rapidly industrializing and whose economy is growing rapidly (Chien et al., 2023). In this study, the aim is to examine how China's CO2 emissions, which are rapidly industrializing and whose economy is growing rapidly, are affected by climate policy uncertainty, the development of financial institutions and the development of financial markets. In line with this purpose, the model of the study is created by taking into account the studies of Habiba et al. (2021) for the G-20 countries and Dinç (2022) for the USA. Thus, in this study, firstly, the stationarity properties of the variables are examined by using Ng-Perron and DF-GLS unit root tests. Then, by applying the Johansen method, the long-term relationship between the variables is investigated. Finally, the causality aspect among the variables is examined and the VECM Granger method is performed.

2. Literature Review

In recent years, numerous studies have been conducted on the determinants of environmental degradation. CO2 emission is often used as an environmental quality indicator in studies on environmental degradation. When the literature on environmental quality is examined, it is seen that the Environmental Cousin Curve hypothesis has been tested in some of the published studies in this field. One of the studies on this subject is the work of Baek (2015). Baek (2015) tested the EKC hypothesis using the ARDL approach in a sample of 7 Arctic countries over the period 1960-2010. The results of the analysis showed that in many countries, energy consumption has a negative impact on CO2 emissions, while economic growth has reduced CO2 emissions only in some Arctic countries. On the other hand, the validity of the ECC hypothesis has been accepted in selected countries. Another study belongs to Şeker and Çetin (2015). In this study, the authors investigated the determinants of CO2 emission in the case of Turkey and with the data of the period 1961-2010. As a result of the study, they found that the Environmental Kuznets Curve Hypothesis is valid for the Turkish economy.

In addition to testing the EKC hypothesis, the literature shows that many variables such as fossil-based energy consumption, renewable energy consumption, direct investment, trade openness, tourism, political stability, corruption control, rule of law, natural resource revenues and financial development are used as determinants of CO2 emissions. For example, Lee and Brahmasrene (2013) investigated the impact of tourism, economic growth and direct investment on CO2 emissions with data from 1988-2009 in the case of 27 European countries. The results of the analysis revealed that economic growth increased CO2 emissions, while tourism and foreign direct investments reduced CO2 emissions. In another study, Purcel (2019) examined

the relationship between political stability and CO2 emissions in low- and low-middle-income countries over the period 1990-2015. The results from the study showed that political stability improves environmental quality. On the other hand, Muhammad and Long (2021) analyzed the determinants of CO2 emissions with data from 65 countries for the period 2000-2016. The results show that institutional factors such as political stability, corruption control and the rule of law improve environmental quality; economic growth, energy consumption, direct investments and trade openness have shown that environmental quality has deteriorated. Altay Topcu (2022) investigated the impact of financial development, renewable and non-renewable energy consumption and natural resource revenues on carbon emissions in the Turkish economy in the period 1990-2015. As a result of the analysis, it was found that financial development and fossil-based energy consumption lead to environmental degradation. On the other hand, it has been found that renewable energy consumption and natural resource revenues improve environmental quality.

Only two studies have been found in the literature in recent years that have used the climate policy uncertainty (CPU) variable as a predictor of CO2 emissions. Focusing on the CPU as one of the determinants of CO2, Dinç (2022) investigated the relationship between CO2 emissions by sectors and climate policy uncertainty index, energy consumption and economic growth for the period 2000M1-2021M11 in the US economy. It found that the asymmetric causality relationship between climate policy uncertainty and CO2 emissions and energy consumption changed according to sectors. It was emphasized that policies aimed at reducing climate policy uncertainty should be implemented in order to improve environmental quality in the United States. Another study is that of Fried et al. (2021). Fried et al. (2021) concluded that the CPU reduces CO2 emissions by the same amount in the United States. Therefore, they found that this reduction in emissions and climate policy risk shifted the economy to cleaner production.

Although there have been limited studies in the literature in recent years examining the impact of climate policy uncertainty (CPU) on the environment, relatively more empirical studies have been found examining the impact of this uncertainty on renewable energy consumption. For example, Syed et al. (2023) used the monthly dataset for the U.S. and found that the novel Fourier augmented autoregressive distributed lags approach increases the consumption of renewable energy in the long and short term. The study emphasizes that the CPU needs to be reduced to increase renewable energy consumption.

Xi et al. (2023) analyzed the impact of climate policy uncertainty on five types of renewable energy consumption for countries taking part in the UN Climate Change Conference (COP26) for the period 2020-2021. Granger causality test results showed that the CPU has a significant impact on solar and wind energy, but not on hydroelectric, geothermal and biomass energy. The time-varying Granger causality test results revealed that the CPU has no effect on geothermal energy, but intermittently affects the consumption of other renewable energy sources.

Zhou et al. (2023) investigated the relationship between climate policy uncertainty, oil prices, and renewable energy consumption in the U.S. economy using monthly data for the period 2005-2021. The results of the research showed that in most periods, climate policy uncertainty positively affects oil prices in the short and medium term and total renewable energy consumption in the short and long term. On the other hand, it was found that the effect of the CPU on the consumption of five types of renewable energy was heterogeneous.

Shang et al. (2022) analyzed the impact of the CPU on renewable and non-renewable energy consumption in the United States using quarterly data from 2000-2021. As a result of the study, it was found that crude oil prices supported the demand for non-renewable energy and the CPU

reduced it. On the other hand, the CPU has been shown to positively affect the demand for renewable energy in the long term.

3.Model and data

This study examines the relationship between China's climate policy uncertainty, the development of financial institutions and the development of financial markets and CO2 emissions in the period 1990-2020. While creating the model of this study, the following regression model is created by considering the studies of Habiba et al. (2021) for the G-20 countries and Dinç (2022) for the USA.

$$lnCO2_t = \delta_0 + \delta_1 lnCPU_t + \delta_2 lnFID_t + \delta_3 lnFMD_t + \mu_t \quad (1)$$

Here, *CO2* is carbon emissions measured by total CO2 emissions (Isik et al., 2019; Atsu & Adams, 2021); *CPU* demonstrates climate policy uncertainty developed index by Gavriilidis (2021) (Yan & Cheung, 2023); *FID* states financial institution development which is measured by financial institution development index (Habiba et al, 2021); and *FMD* shows financial market development which are financial market development index (Habiba et al, 2021). The data in the study is collected of different sources, including the International Energy Agency-IEA (2023) and International Monetary Fund-IMF (2023). Table 1 summaries the symbol, measure and source of variables and Table 2 reports descriptive statistics and correlation matrix of variables analysed in the study. Figure 1 also demonstrates the trend of variables.

Table 1. The symbol, measure and source of variables

Variables	Definition	Measure	Source
$CO2_t$	CO2 emissions	Total CO2 emissions	International Energy Agency-IEA (2023)
CPU_t	Climate Policy Uncertainty	Climate Policy Uncertainty index	International Energy Agency (2023)
FID_t	Financial institution development	Financial institution development index	International Monetary Fund-IMF (2023)
FMD_t	Financial market development	Financial market development index	International Monetary Fund-IMF (2023)

Table 2. Descriptive statistics and correlation.

Statistics/Variables	$CO2_t$	CPU_t	FID_t	FMD_t
Mean	5772.890	106.025	0.411	0.493
Median	5449.500	79.504	0.379	0.455
Std. dev.	2933.460	58.502	0.109	0.134
Min.	2123.100	47.864	0.281	0.233
Max.	10115.70	299.844	0.618	0.701
Skewness	0.188	1.837	0.803	-0.287
Kurtosis	1.377	5.930	2.261	1.893
Obs.	31	31	31	31
$CO2_t$	1.000			
CPU_t	0.707	1.000		
FID_t	0.928	0.786	1.000	
SMD_t	0.929	0.679	0.840	1.000

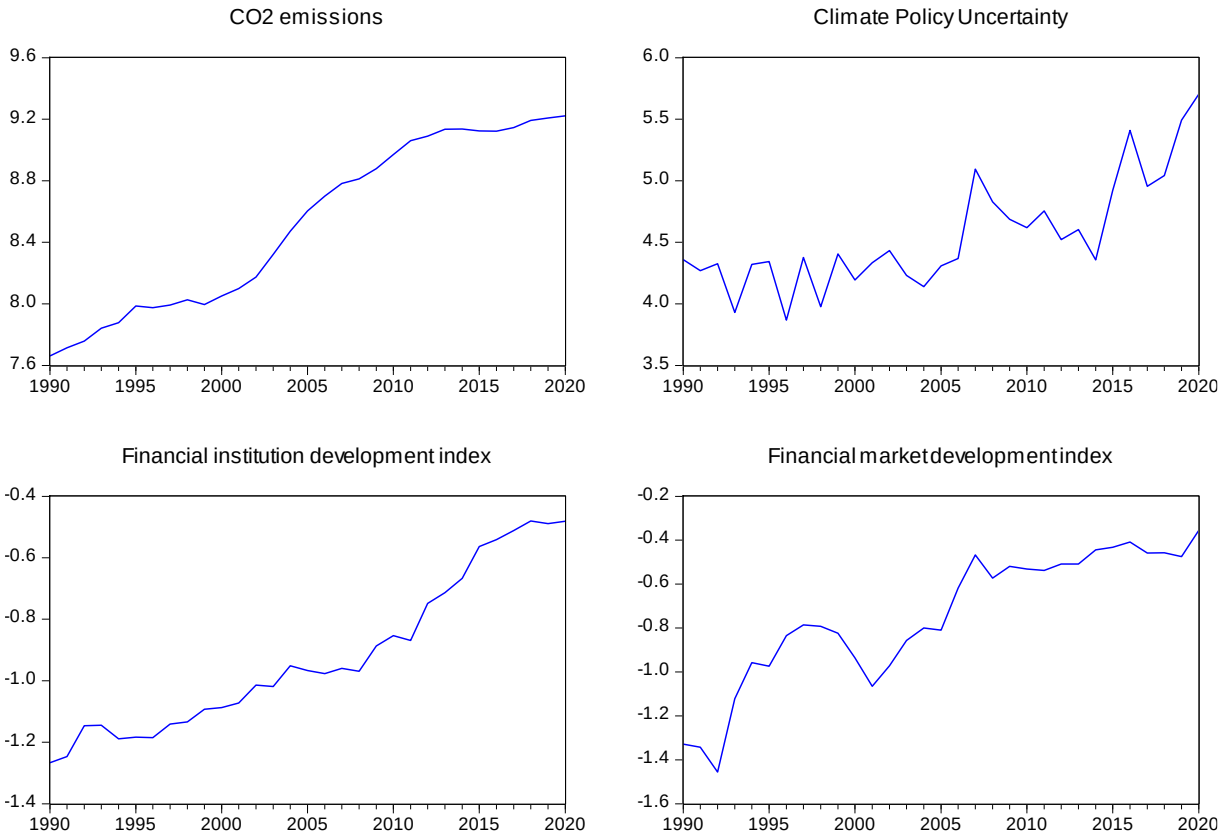

Fig. 2. Trend of series (1990-2020)

4. Methodology

The methodology of the study consists of 3 stages. In the first stage, the stationarity properties of the variables are tested by Ng-Perron and DF-GLS unit root tests. In the second stage, the cointegration relationship is tested by the Johansen method. In the last stage, the causality relationship between the variables is examined with the VECM Granger causality method.

In the first phase of the methodology, Ng-Perron and DF-GLS unit root tests are applied to test whether the variables are stationary or contain a unit root. The Ng-Perron unit root test developed by Ng and Perron (2001) proposes four statistics for stationarity analysis, eliminating the problems of ADF and PP unit root tests. These are MZa, MZt, MSB and MPT. In addition, the DF-GLS unit root test of Elliott, Rothenberg, and Stock (1996) is applied to test the stationarity properties of variables. This test is more powerful than the ADF test and has been widely used since its introduction (Wu, 2010).

In the second stage of the methodology, the Johansen cointegration test developed by Johansen (1988) is used to test the long-term relationship between the variables in the study. In this test, trace test is used and Johansen trace test is applied to determine the number of cointegration vectors between climate change uncertainty, the development of financial institutions and the development of financial markets and CO2 emissions. The probability value of at least one vector must be significant for a possible cointegration (Katircioglu, 2009).

After defining the cointegration relationship between the variables in the study, the VECM Granger causality test is used to determine the causality relationship between these variables in the final stage of the methodology. This method appears to have been obtained by Engle and Granger (1987) by adding the term error to the classical Granger causality approach (ECT_{t-1}). The VECM Granger causality regression model is constructed as follows.

$$(1-L)\begin{bmatrix} lnCO2_t \\ lnCPU_t \\ lnFID_t \\ lnFMD_t \end{bmatrix} = \begin{bmatrix} b_1 \\ b_2 \\ b_3 \\ b_4 \end{bmatrix} + \sum_{i=1}^{p}(1-L)\begin{bmatrix} c_{11i}c_{12i}c_{13i}c_{14i} \\ c_{21i}c_{22i}c_{23i}c_{24i} \\ c_{31i}c_{32i}c_{33i}c_{34i} \\ c_{41i}c_{42i}c_{43i}c_{44i} \end{bmatrix} x \begin{bmatrix} lnCO2_{t-1} \\ lnCPU_{t-1} \\ lnFID_{t-1} \\ lnFMD_{t-1} \end{bmatrix} + \begin{bmatrix} \beta \\ \theta \\ \delta \\ \gamma \end{bmatrix} ECT_{t-1} + \begin{bmatrix} u_{1t} \\ u_{2t} \\ u_{3t} \\ u_{4t} \end{bmatrix} \quad (2)$$

In the equation, the term delayed error obtained from the ECT_{t-1} long-term relationship and the fact that this term is significant and negative express the long-term relationship between the variables. At the same time, the statistical significance of the *F*-statistical value indicates the existence of a short-term relationship.

5. Results and discussion

The Johansen cointegration approach and the VECM Granger causality technique are chosen to analyze the relationship between CO2 emissions and China's climate policy uncertainty, the development of financial institutions and the development of financial markets. Before applying these techniques, the stationarity properties of the variables are checked with Ng-Perron and DF-GLS tests, which are different unit root tests. The findings of these unit root tests are reported in Table 3. The findings of the Ng-Perron and DF-GLS tests show that not all variables are stationary at the level, and it is confirmed that all variables are integrated at the first difference level. We test cointegration to verify whether there is a long-term relationship between these variables.

Table 3. Ng-Perron and DF-GLS unit root tests results.

	Ng-Perron				DF-GLS	
Regressor	MZ_a	MZ_t	*MSB*	*MPT*	*t-Statistic*	Result
Panel A: Level						
$lnCO2_t$	-0.725	-0.361	0.498	16.523	-0.312	-
$lnCPU_t$	-5.126	-1.198	0.233	5.656	-1.342	-
$lnFID_t$	-0.705	-0.292	0.414	13.554	-0.022	-
$lnFMD_t$	-0.132	-0.075	0.570	22.141	-0.579	-
Panel B: First Difference						
$\Delta lnCO2_t$	-10.210**	-2.227**	0.218**	2.522**	-2.836***	*I*(1)
$\Delta lnCPU_t$	-12.440**	-2.476**	0.199**	2.038**	-7.781***	*I*(1)
$\Delta lnFID_t$	-19.805***	-3.140***	0.158***	1.257***	-2.660***	*I*(1)
$\Delta lnFMD_t$	-14.364***	-2.638***	0.183**	1.861**	-4.903***	*I*(1)

Before the cointegration test is performed, the optimal delay length of the model is determined. Schwartz Bayesian criterion (SBC) recommends the use of 1 of the delay length according to VAR. In this study, the optimal delay length is used as 1.

Table 4. Determining the appropriate delay length

Delay Length	*LR*	*FPE*	*AIC*	*SIC*	*HQ*
1	184.707*	1.44e-09*	-9.023*	-8.072*	-8.733*
2	20.589	1.65e-09	-8.964	-7.251	-8.441
3	10.990	3.08e-09	-8.554	-6.080	-7.798

Note: * indicates the optimal delay length.

The findings in Table 5 test the existence of a long-term relationship between the variables for China. The findings confirm the existence of cointegration between variables by rejecting the zero hypothesis that there is no cointegration at the 5% significance level of both trace test and maximum-eigen statistical values. This suggests a long-term relationship between China's CO2 emissions and climate policy uncertainty, the development of financial institutions and the development of financial markets.

Table 5. Johansen Cointegration test

Panel A: Model	VAR lag order selection criteria.	
Hypothesized no. of CE(s)	*Trace Statistic*	*Max-Eigen Statistic*
R=0	41.522**	25.100**
R≤1	16.422	9.686
R≤2	6.736	6.693
R≤3	0.042	0.042

Note:***, ** and * indicate the significant at 1%, 5% and 10% level of significance, respectively.

The existence of a cointegration relationship between variables guides us to the application of the VECM Granger causality method, and knowledge of the direction of causality between these variables also draws an important path for policy makers to create political formulas. Therefore, this VECM Granger causality method, which provides information of interest in causality, is important for the study (Kyophilavong et al., 2016). The causality findings in the study are summarized in Table 6 and long-term causality is determined by the negative and statistically significant coefficient of the delayed ECT_{t-1} error term. According to the causality findings, at the 1% significance level, it is determined that there is causality extending from CO2 emissions in China to climate policy uncertainty. In contrast to this finding, Dinç (2022) obtains that climate policy uncertainty in the industrial and electrical sector in the US is the cause of CO2 emissions.

In addition, Table 6 shows that at the 5% significance level in the long term, there is a one-way causality from China's CO2 emissions to the development of financial institutions. This finding from the study is not similar to the study finding of Weili et al. (2022), which found that financial institutions Belt and Road as indicators of financial development play an important role in improving the environmental quality of countries. At the same time, Chen et al. (2023) also reveal that there is a bidirectional causality between the CO2 emissions of African countries and the development of financial institutions during the period 1980-2017.

The last long-term causality finding is that the development of financial markets at the 1% significance level is the cause of China's CO2 emissions. This finding is not confirmed by Paramati et al. (2017), which found that stock market development of the G20 countries was the cause of CO2 emissions, and Zafar et al. (2019), which found that stock market performance and CO2 emissions in the N-11 and G-7 countries during the period 1990-2016 were the cause of each other.

Table 6. Causality Test Results.

Dependent variables	Independent variables Short term F- Statistics (p-value)				Long-term (p-value)
	$\Delta lnCO2$	$\Delta lnCPU$	$\Delta lnFID$	ΔFMD	ECT_{t-1}
$\Delta lnCO2$	-	0.007	0.167	0.003	-0.014
		(0.759)	(0.453)	(0.967)	(0.831)
$\Delta lnCPU$	-1.551	-	-1.828	0.624	-0.815***
	(0.171)		(0.193)	(0.245)	(0.005)
$\Delta lnFID$	-0.330*	-0.044**	-	-0.095	-0.187**
	(0.051)	(0.043)		(0.174)	(0.039)
$\Delta lnFMD$	-0.036	-0.007	-0.174	-	-0.541***
	(0.936)	(0.887)	(0.717)		(0.007)

Note: ***and ** represent significance levels of 1% and 5%, respectively.

6.Conclusion

The aim of this study is to examine the relationship between China's climate policy uncertainty, the development of financial institutions and the development of financial markets and CO2 emissions in the period 1990-2020. For this purpose, firstly, the stationary properties of the variables, in other words whether they contain a unit root, are examined by Ng-Perron and DF-GLS unit root tests. In the second stage, the Johansen method tests the existence of a long-term relationship between climate policy uncertainty, the development of financial institutions and the development of financial markets and CO2 emissions. In the last stage, the causality relationship between the variables is examined with the VECM Granger causality method.

Empirical findings show that the variables are integrated at the *I*(1) level. In addition, China's climate policy uncertainty, the development of financial institutions and the development of financial markets are obtained to be co-integrated with CO2 emissions. Finally, it is determined that there is a one-way causality in the long term that extends from China's CO2 emissions to climate policy uncertainty, the development of financial institutions and the development of financial markets.

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Tarihi ve Kültürü ile Şam'ın İslam Kenti Kavramına Kattıkları Üzerine

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ÖZET

Kentlerin kültürel miras hafızaları yaşanan her kırılma döneminde aslında o kente ait olan her şeye ve herkese yönelik farklı bir bakış açısı ortaya koymaktadır. Bugün iç savaş etkisinden henüz çıkmış bulunmayan, yönetiminin meşruiyeti sorgulanır halde duran, egemenliğinin ve bağımsızlığının temelden sarsıldığı, tarihi ve kültürel birikimlerinin tahrip edildiği ve halkının dünyada göçmen/sığınmacı duruma düştüğü Suriye'nin durumu da böyledir. Bunların yanı sıra bugün Esad ailesi rejiminin kontrolünde olan ve kentin başkenti olan Şam, nam-ı diğer Dımaşk el-Şam(Damascus - Şam-ı Şerif) tarihi ve kültürel hafızasıyla barındığı coğrafyadan demografik yapısına, yönetimlerinden mimarisine, ticaretten içinde bulunduğu ve etkileşimde bulunduğu medeniyetlere kadar önemli kazanımlar elde etmiştir. Bu noktada elde edilen bu kazanımların Şam'ın kent kavramına ne kadar etki edebildiği yorumlanmaya çalışılacaktır. Söz konusu tarihi ve kültürel birikimler tikel kırılma noktalarına ve dönemine has değerlendirmelere tabi olsa da bu çalışmada bütünsellik gözetilecektir. Bu bütünselliği oluşturan husus ise bir İslam kenti olması ve İslam'a kentsel gelişim açısından katkısı üzerinden Şam'ı incelemektir. Bu yüzden Şam kentinin İslam kent yapısına hususi olarak kattıklarını ele alabilmek için bu çalışmada çeşitli dokümanların incelenmesi yoluyla literatür taraması yöntemi uygulanmaktadır. Bu sebeple ulaşılabilecek, ikincil ve internet kaynakları ile benzer minvalde üretilen akademik çalışmalar esas alınmaktadır. Nihayetinde kentte İslam'a dair uygarlık kazanımları günümüzde nasıl algılanmaktadır ve kentin, İslam dünyasıyla beraber kazanımları ne ölçüde gerçekleşmiştir? Soruları ile bugünün sorunlarına da bir çıkış yolu bulunabileceği beklenilmektedir.

Anahtar Kelimeler: Kent, İslam Kenti, Şam

On the Contributions of Damascus With Its History And Culture to the Islamic City Concept

ABSTRACT

The cultural heritage memories of the cities reveal a different perspective towards everything and everyone that belongs to that city in every breaking period. Such is the situation in Syria, which has not yet come out of the effects of the civil war, whose legitimacy is questioned, whose sovereignty and independence have been shaken to the core, whose historical and cultural heritage has been destroyed, and whose people have become refugees/refugees in the world. In addition to these, Damascus, which is under the control of the Assad family regime and the capital of the city today, also known as Damascus al-Sham (Damascus - Damascus - Şam-ı Şerif) with its historical and cultural memory, is important from its geography to its demographic structure, from its administration to its architecture, from trade to the civilizations it is in and interacts with has made gains. At this point, it will be tried to interpret how much these gains can affect the city concept of Damascus. Although the mentioned historical and cultural accumulations are subject to particular breaking points and evaluations specific to the period, integrity will be observed in this study. The point that constitutes this integrity is to examine Damascus through its being an Islamic city and its contribution to Islam in terms of urban development. Therefore, in this study, literature review method is applied by examining various documents in order to discuss the contributions of the city of Damascus to the Islamic city structure. For this reason, it is based on academic studies that can be accessed, secondary and internet resources, and produced in a similar way. Finally, how are the civilizational achievements regarding Islam in the city perceived today, and to what extent have the city's gains been realized together with the Islamic world? It is expected that a way out of today's problems can be found with their questions.

Keywords: City, Islamic City, Damascus

GİRİŞ

Bugün iç savaş etkisinden henüz çıkmış bulunmayan, yönetiminin meşruiyeti sorgulanır halde duran, egemenliğinin ve bağımsızlığının temelden sarsıldığı, tarihi ve kültürel birikimlerinin tahrip edildiği ve halkının dünyada göçmen/sığınmacı duruma düştüğü Suriye'nin durumu tüm dünyada gözler önündedir. On yılı aşkındır Arap Baharı hareketinin son durağı olarak gündemde olan Suriye, sadece siyasi, idari, ekonomik veya insani değerlerini değil aynı zamanda İslami kent kültürünü korumak için de çaba harcamak durumundadır. Öte yandan tarihsel süreç bakımından Suriye'nin içerisinde barındırdığı demografik çeşitlilik de bu durumun uzun sürmesinde izah noktası olarak ileri sürülebilir. Bunların yanı sıra bugün *Esad* ailesi rejiminin kontrolünde olan ve kentin başkenti olan Şam, nam-ı diğer *Dımaşk el-Şam(Damascus - Şam-ı Şerif)* tarihi ve kültürel hafızasıyla barındığı coğrafyadan demografik yapısına, yönetimlerinden mimarisine, ticaretten içinde bulunduğu ve etkileşimde bulunduğu medeniyetlere kadar önemli kazanımlar elde etmiştir. Bu noktada elde edilen bu kazanımların Şam'ın kent boyutuna ne kadar etki edebildiği yorumlanmaya çalışılacaktır. Söz konusu tarihi ve kültürel birikimler tikel kırılma noktalarına ve dönemine has değerlendirmelere tabi olsa da bu çalışmada bütünsellik gözetilecektir. Bu bütünselliği oluşturan husus ise bir İslam kenti olması ve İslam'a kentsel gelişim açısından katkısı üzerinden Şam'ı incelemektir. Bu yüzden İslam kentlerini genel kent kabullerinden hareketle tanımlamak ve ardından Şam kentinin İslam kent yapısına hususi olarak kattıklarını ele alabilmek için bu çalışmada çeşitli dokümanların incelenmesi yoluyla literatür taraması yöntemi uygulanmaktadır. Bu sebeple ulaşılabilecek, ikincil ve internet kaynakları ile benzer minvalde üretilen akademik çalışmalar esas alınmaktadır. Nihayetinde kentte İslam'a dair uygarlık kazanımları günümüzde nasıl algılanmaktadır ve kentin, İslam dünyasıyla beraber kazanımları ne ölçüde gerçekleşmiştir? Soruları ile bugünün sorunlarına da bir çıkış yolu bulunabileceği beklenilmektedir.

KENT KAVRAMININ TARİHSEL VE KÜLTÜREL İZLENİMİ

Kent kavramı mekân ve çevre etkisiyle sosyal ilişkilerin bir ürünü olarak karşımıza çıkmaktadır. Ayrıca birey ile bulunduğu sosyal çevrenin birbirini karşılıklı etkilediği kabulüyle bir bütünü ifade etmektedir. Öte yandan bir kente dair bağlılık ve aidiyet hissi o kentin değerlerini sonraki dönemlere aktarmakta önemlidir. Yani bir kente karşı var olan bilgi ancak o kente yönelik ilgiyle ortaya çıkar. Bununla birlikte kent ve bu kentlerin bulunduğu bölgelerle ilgili çalışmalar oradaki mekânlara, orada yaşayan önde gelen isimlere, kentin siyasi tarihine veya faziletlerine göre şekillenmektedir(Barca, 2017: 94). Bu durum kent kavramının analizinde bütüncül yaklaşımı kolaylaştırmaktadır.

Tarih yazı ile başlamaktadır ve medeniyet için başlangıç noktasıdır. 1400'lü yıllar ise barbarlığın medeniyetle iletişime geçtiği "Antika Tarih" sonrası dönemdir. Söz konusu sosyal iletişim ve etkileşim dünyanın her yerinde aynı seviyede olmasa da mücadelesi daimidir ve sonunda kurulan muhakkak bir medeniyettir. Ayrıca medeniyeti geliştiren ve ileriye götüren sınıf çatışmalarını da göz ardı etmemek gerekir. Bununla birlikte "devlet" kavramı medeniyet adına önemli bir olgudur. Engels'e göre "Atina'daki gelişim ile Irak'ın Sümer kentlerindeki gelişim kan bağına bağlı olarak birebir aynıdır". "Yine Roma'nın gelişimi ile Hicaz'ın Mekke-Medine kentlerindeki gelişimde kan bağından ayrı bir kent oluşumu geçerlidir". Her ikisi de "kan anayasası yerine devleti geçirmiştir". Bununla birlikte iki tür geçiş de "Kent'ten" (Yukarı Barbarlıktan), Medeniyete geçiştir. Buradan hareketle, "gerek Atina Medeniyeti, gerek Roma Medeniyeti ve gerekse İslâm Medeniyeti "Orijinal" birer medeniyet olmuşlardır". Ayrıca

kentleşme olgusunun Mekke'ye, Irak'tan (Ur'dan) Hz. İbrahim soyundan geldiği ve diğer kentler gibi etkileşim sonucu meydana geldiği öne sürülmektedir. Bu etkileşimin başını ise ekonomi ve politika çekmektedir. Modern devletin mücadelesi de burada başlamakta ve kan bağını, İbn-i Haldun'un dediği "soy asabiyyesini" kontrol altına almak gerekmektedir. Dolayısıyla medeniyete geçiş ya kentten olur ya da göçebelikten(Kıvılcımlı, 2012: 199-202). Nitekim bu çıkarımla beraber kentin inşasının ve varlığının her yönüyle medeniyetin seyrini etkilediği ortaya çıkmaktadır. Bu seyir ise kent yaşamının tarihsel kırılma dönemlerine özgü reflekslerin tecrübesinden beslenmektedir.

Erken kent yaşayışından beri esasen yaratıcıya ait mülkiyet, gerek Batı toplumlarında olsun gerek İslam toplumlarında sıkı bir denetim ve kayıt altında tutulmuştur. Öte yandan kentler sürekli bir bayram, eğlence ve kutlama sebebi bulan insanlardan meydana gelmektedir. Bu şölenlere tüm kamu katılım göstermektedir. Ekonomik ve sosyal eşitlik bağlamından dolayı ilk kent yaşamları en demokratik yerleşimler olarak bilinir. Bu demokrasinin temeli ise yazısız kurallara dayanmaktadır. Nesilden nesle aktarılır ve ezberlenmişlerdir. Ayrıca "Kur'an-ı Kerim'in kafiyesi ve okunuşunda dikkat edilen tecvidli okunuşu, "Kanun" sözcüğünün Latince aslında "Carmina" (mısra), Grekçede "nomoy" (vouoı: şarkı) ifadelerinden türemesi" tesadüf değildir. Bunun yanında kanun kent içinde bir kutsaldır ve çok iyi muhafaza edilmiştir. Bu yüzden kent tarihlerine ulaştıran en önemli kaynaklardan biri eski kanunlarıdır(Kıvılcımlı, 2012: 206-208). Böylece belirli bir nizam ve ahenk kentin varlığını belirginleştirmektedir.

Kentin yönetimi ise bir şekilde tüm toplumla illiyet bağı kurularak tesis edilmektedir. Yani yasama da yürütme de yargı da kentte yaşayanların toplamıdır. Coğrafi şekil bakımından Şam adına da bir çıkarım yapıldığı görülmüştür. Buna göre kent biçimini etkileyen ulaşım, nüfus, işgücü ve enerji kaynaklarına erişim gibi hususlar kentin gelişimiyle doğrudan ilgilidir. Bunun yanında eski tarihlerden beri kentler bulundukları tarihi döneme, doğal konumlarına, yöneticilerinin dünyevi ve ruhani algısına, diğer kentlerle olan ilişkilerine göre ya yuvarlak ya da kare formunda gelişim göstermişlerdir. İşte İslam kenti olarak Şam da(eski Yunan-Roma kenti üzerine kurulu bir kent olarak) Ortaçağ kent biçimine uygun bir şekilde "organik bir kare biçimli" kent olmuştur(Tekkanat ve Türkmen, 2018: 114,115).

Kentleşme sürecinin ortaya çıkması yaklaşık 10.000 yılı bulmaktadır. Orta Doğu bölgesindeki Mezopotamya, Mısır gibi bölgelerde ilk yerleşik hayat izleri erken dönem Antik kentler olarak yer almaktadır. Bu şehirlerin yapısal olarak belli başlı kaynakları ise "bilgi, güç, zenginlik ve kontrol" olarak gösterilebilmektedir(Güneş(Ed.), 2013: 3,4). Günümüzde Göbeklitepe kazıları ile birlikte ise kent tarihi çok daha eski zamanlara şimdiden uzamıştır. Batı'da "ilk kent oluşumları dini mekânlar, ticaret ve pazar alanları gibi kamusal alanlar ile egemenliğin ön plana çıktığı politik Yunan antik kentleri olan Polis'lerdir. Burada yaşayan Civis(yurttaş) ise bu kentler sayesinde imtiyazlar, haklar elde eden topluluktur". Keza Klasik Roma benzer şekilde cumhuriyetçi düşünsel yapıyla kent yapısını sürdürürken askeri özelliğini ön plana çıkarmıştır. Öte yandan iş gücüne göre toplumsal sınıfları belirmiş kent yerleşimi de bu sınıflara göre ayarlanmıştır. Bu durumu "kentsel devrim" adlandırmasıyla ortaya atan Gordon Childe, avcı-toplayıcı toplumdan tarım toplumuna geçişteki kentleşme için "emeğin uzmanlaşmasını, karşılıklı bağımlılığın artmasını ve farklı işlevlerin farklılaşmasını" gerekli görmüştür(Akt.: Güneş(Ed.), 2013:4,5). "Asya, Yakın Doğu ve Latin Amerika'da" ise varlıklı hale gelen kentler görülmüştür. İslam kentleri "Kuzey Afrika'da ve Yakın Doğu'da" gelişim gösterirken "İstanbul gibi eski Roma kentlerini de alarak genişlemiştir.(Güneş(Ed.), 2013: 5).

Sanayi Devrimi ise kent olgusunun yapılanmasında başka bir önemli kırılma noktasıdır. Kapitalizmin, feodalitenin ardından geldiği bu dönemde kırsaldan kent alanlarına gerçekleşen göç akınları ve iş gücü adına emeğin satılması dikkat çekici olmuştur. Keza kentleşmeyi gerektiren hususlar esasen köy ile kent arasındaki farkı ortaya koyan ekonomik, teknolojik,

siyasal ve sosyo-psikolojik boyutlar(Keleş, 2015: 39-45) etrafında bu bağlamda değerlendirmeye açık olmuştur. Kent algısına yönelik çağdaş değerlendirmelere bakıldığında ise kâr amacı güdülen mekânlar ayrımı (Lefebvre), sınıf savaşı temelinde değerlendirmeye devam eden yaklaşımlar(Manuel Castells , David Harvey), yine sermayenin güç odaklarınca teknolojiyi ve bilgi sistemlerini kullanarak şekillendirdiği iddiasındaki dünya şehri(John Friedmann), ağ toplumu(Manuel Castells) ve küresel kentler(Saskia Sassen) gibi unsurlarla karşılaşmak mümkünüdür. Postmodern analiz kapsamında ise 2000'li yılların başında "Los Angeles Ekolü'nden" Postmetropolis(Edward Soja) kavramıyla kent, insan ekolojisinin sınıf, kültür ve sermaye bağlamında "kentsel siyasal sermaye" kuramsal çerçevesinde değerlendirilmiştir. Böylece "yurttaşlık sorumluluğu", "kimlik", "yaşam kalitesi" gibi belirleyicileri bulunan "megapolis" kentlerden söz edilmiştir(Güneş(Ed.), 2013: 15,16, Keleş, 2015: 110,111).

İslam tesirindeki kent tasvirine bakıldığında ise Andre Raymond, Arap kentlerinin tipolojisinin ortaya çıkarılması adına 1920-1950 arasında yer alan Şarkiyat çalışmalarının bir ürünü olarak "İslami kent teorisi" çalışmalarına dikkat çekmiştir. Bu bağlamda ilk ortaya koyulan çalışmaların bazıları G. Marçais – W. Marçais ve R. le Tourneau'nun ele aldığı "Cezayir", J. Sauvaget, J. Weulersse'in incelediği "Şam" olarak sayılabilir. "The Structure of the Muslim Town" adlı makalesiyle Gustave von Grunebaum ise İslam kentlerinin dönemsel farklılıklarını ortaya koymuştur. Ona göre İslâm kenti düzenli bir yapıya sahip olmadığı için antik kentlerden ve kent meclislerinin noksanlığından ötürü Ortaçağ Batı kentlerinden ayrışmaktadır(Raymond, 2010).

"Ken(d)t" kavramının Soğdca'dan(İran sınırlarında bulunan ve Türkçeye katkısı olan bir dil) "şehir"in ise Farsçadan türediğini görmek mümkündür. Öte yandan eski Türkçede savunma amaçlı yapılan kalelerdeki malzeme olan "balçık"tan hareketle "balık" kavramının da kullanıldığı görülmüştür. Farsçada "şehr" kavramı "çalışma çağındaki nüfusta büyük bir kesimin ticaret, sanayi ve yönetim alanlarında yer aldığı büyük yerleşim alanları" olarak tanımlanmıştır. Arapçada şehir kavramını karşılayan isimler ise "medine(medâin)", "belde(belde)", "karye(kurâ)", "dâr(diyâr)" ve "mısr(emsâr)" olarak görülmektedir. Bu isimler şehir/kent kavramını aktarmak üzere Kur'an-ı Kerîm'de de geçmektedir. Bu mekânlarda müftü, kadı, sâhibü'ş-şurta, muhtesip gibi yöneticiler yer almaktadır. Yerleşik alanın getirdiği dinamizm ve kent yaşamı şartlarına uygun olması bakımından ilahi tebliğler kentlere inmektedir ve kentlerde uygulanmaktadır(Küçükaşçı, 2010).

İslami kent yapılanmasının ilk örneği, İslam peygamberi Hz. Muhammed'in etkisiyle Yesrib'de(Medine) görülmüştür. İbadethane, eğitim-öğretim yerleşkesi, adalet hizmetlerinin görüldüğü yer, kamu idare alanı gibi işlevleri bulunan Mescid-i Nebevî'nin yapıldığı süreçten bu yana İslam kentlerinde cami, kentlerin kurulmasında merkezi yapı olarak öne çıkmıştır. Öte yandan çarşı merkezi belirlenmesiyle ekonomik hayat, siyasi ve idari yapıyla birleşmiş ve yerleşik bir İslami devlet tezahürü ortaya çıkmıştır. Mescid-i Nebevî'de hazine odası da yer almıştır. Medine ve Mekke'de idari görevlendirmeler sonraki kent yapılandırılmalarına örnek olmuştur. En önemli değişikliklerden biri de 7. ile 11. Yüzyıllar arasında hızla göçebe Arap kabilelerinin yerleşik kent yaşamına uyum sağlaması olmuştur. Kentleşmenin gelişmesiyle askeri yapılanmalar da artan sınırlardan ötürü kentlere dair önemli unsurlardan olmuştur. Ordugâh olarak yapılanan bu kentlere Hz. Ömer zamanında ilk örnekleri inşa edilen ve Emeviler zamanında gelişim gösteren Kûfe, Basra gibi kentler sayılabilmektedir. Basra'da hamamlar da daha sonra idareye mahsus olmak üzere kent yapısına dâhil olurken bunları hapishaneler de takip etmiştir. Zamanla tahılların saklandığı "darürrızık", postane işlerinin yürütüldüğü "darülberid", su ihtiyacını karşılamak adına "kanallar" ve "mezarlık" alanları da İslami kentleşmenin şekillenmesinde etkili olmuştur(Küçükaşçı, 2010).

Müslümanlar yeni kent algısını Emeviler ile genişletmiş bunun yanı sıra antik Yunan, Roma, Sasani gibi kültürlerden devraldıkları kentleri de miras üzerine geliştirmiştir. Öte yandan İslam tarihinin en çok öne çıkan kenti olan Bağdat, iç içe iki dairesel sur yapısıyla dikkat çekmiştir(Gül, 2010: 74). Müslümanlarca ele geçirilen kentlerin değişimine dair önemli örneklerden biri Dımaşk(Şam)'da bulunan Yuhanna(Loannes/Yahya) Kilisesi'nin önce yarı cami özelliğine geçirilip Hristiyanlarla beraber kullanıldığı, daha sonra Emeviler döneminde, bugün hâlâ varlığını sürdüren, "Emeviyye Camii"ne dönüştürülmesidir. Dımaşk(Şam) 11. yüzyıldan sonra kentsel görünümünü İslami motiflere göre büyük oranda yenilemiştir. Yine her meslek dalına ait çarşı mekânlarının tahsisi İslam kentlerinde öne çıkmıştır. Dımaşk(Şam) bu bakımdan öne çıkan kentlerden olmuştur(Can, 1995: 46).

İslamiyet'in yayıldığı tüm coğrafyalar göz önüne alındığında İslam kentlerinde tarihsel, kültürel, idari, felsefi ve coğrafi etmenler kent oluşumunda önemli rol oynamıştır. İslami kent yapısında öne çıkan mekânlar ise Büyük Cami(Ulu Cami-Cuma Cami), kale(idari yönetim alanı) ve Pazar alanı başta olmak üzere şöyle sayılabilir; Büyük cami, cami, medrese, hastane, imaret, çarşı, han, hamam, darülimare, çeşme. Bu yapılar İslam kentlerine has kimliksel unsurlardır(Aktüre,1987: 25, Can, 1995: 155-158). Özellikle cami yapısı İslam açısından tevhidi sağlamak adına çok önemli olmuştur. Öte yandan artan nüfus da bu kentleşmenin önemli etkenlerinden biridir. 15. Yüzyıldan sonra nüfusu 1 milyona ulaşan Bağdat ve yarım milyona yaklaşan Kahire, Dımaşk(Şam) ve Kurtuba başı çeken İslam kentlerindendir(akt.: Küçükaşçı, 2010). İslam mimarisinde öne çıkan hususlardan biri de dini mekânların diğer yapılar tarafından sıkıştırılmaması veya bu dini yapıların da kentin üstüne nefes almayı zorlaştıracak şekilde çökmemesidir. Bu alanlar çevresinde geniş alanlar barındıran yerler olmuştur. Öte yandan mimaride güneş ışığını alma düşüncesi Kıble yönü hassasiyeti önceliğinden sonra dikkat edilen bir husus olarak görünmektedir.

Pazar alanlarının aynı işi yapan esnaflar tarafından meslek koluna göre bölümlere ayrılması bu mekânların Büyük camiye yakın konumlanmasına yol açmıştır. İslam kentlerinin karakteristik özelliklerinden biri olan bu mekânlara "kaysâriyye" ve "han" adı verilmektedir. Yine yeni oluşan İslam kenti alanlarında mahallelerin etnik kökene göre ayrılması aynı zamanda o kenti kendine has bir özelliğe kavuşturmuş ve farklı bir İslam kenti olma hususunu ortaya çıkarmıştır. Ancak dini farklılıklar bu yerleşik düzene çok nüfuz etmemiştir(akt.: Küçükaşçı, 2010).

Son olarak İslam Medeniyeti kavramından bahsederken yıkıcı niteliği barındıran bir "devrimsel süreçten" bahsedilir. Öyle ki İslam Medeniyeti çökme tehlikesine girdiğinde bunu hareketlendiren güç barbar/bedevi somut müdahalesi olmaktadır. Dolayısıyla medeniyet tasavvurunun ürünü olan kent kavramı bir anlamda bu barbar/bedevi güçlerin ötekiliğiyle canlanmaktadır. Buna "Yecüc Mecüc" ulusu denilmektedir. Türk/Müslüman "Yecüc Mecüc" birliğinin bir ucu Şam'da, öbür ucu Horasan'da kabul edilmektedir(Kıvılcımlı, 2012: 47,48). Buradan da şu anlaşılmalıdır: İslam Medeniyeti kapsamında İslam kentleri sadece Arap kökenli kentler değildir ve diğer etnik kökenler tarafından etkiye açıktır. Bununla birlikte etkileşimi göz önüne aldığımızda her kentin kendine has bir geçmişi ve kimliği olduğunu kabul etmek gerekir. Bu özel çerçeveden genel çerçeveye baktığımızda ise İslam kenti yapılanmasını tümüyle reddetmenin hatalı olacağını söylemek gerekir. İslam kenti ne sadece Müslüman kentidir ne de sadece Arap; İslam kenti bir etkileşim sürecidir.

ŞAM ÖZELİNDE İSLAM KENTİ ANALİZİ

Burada öncelikle Şam'ın genel tasvirine yer vermek gerekirse; Suriye'nin 14 ili içindeki Rif Şam'ın (Şam İli Kırsalının), 9 ilçesinden biri olarak karşımıza çıktığı görülmektedir. Şam, Suriye'nin başkentidir. Ayrıca, Şam Valiliğinin ve Rif Şam Valiliği'nin de idari başkentidir.

Şam, dünya tarihi boyunca, hiç aralıksız en uzun süre kullanılan şehir olarak anılır. Bu yüzden bölgenin en eski başkenti olarak da bilinmektedir. Şehrin takma adı ise El Fahya(Güzel Kokan Şehir) olarak anılır(Wikipedia). Öte yandan Biladü'ş Şam/Levant(Suriye, Ürdün, Lübnan, Filistin) Sami ırkının bulunduğu coğrafya veya Arapçanın hâkim olduğu bölgenin Şam'ı kapsayan kısmıdır. Buraya Hz. Nuh'un oğlu Sîm'e (Sam, Shem) nispetle, "Şîm'in yurdu" anlamına gelen "Bilad-ı Şam" denmiştir. Bu kelime Süryaniceden "Şam" İbraniceden ise "Şîm" olarak nakledilir. Arap Yarımadası olarak anılan bu bölgede ayrıca Babilliler, Asurlular, Fenikeliler ve İbraniler de yaşamış fakat Arapça konuşan milletler hâlihazırda varlıklarını sürdürmektedirler. Bunun yanında Türkçe, Kürtçe, Ermenice, Rumca ve Çerkezce de konuşulan diller arasındadır. "Sünniler, Hristiyanlar, Nusayriler, Dürzîler, İsmâilîler, Sâbiîler, Şiîler, Selefîler ve Yezîdîler" bölgede bilinen inanç mensuplarından birkaçıdır(Wikipedia; Özkaya, 2016). Asıl Şam, Suriye denilen coğrafyanın eski adı olup merkezi olan şehrin ismi Osmanlı hâkimiyetinden itibaren Dımışk (Dımaşk)'tır". Eski Aremice kaynaklarına (Eski Ahit İbrani harfiyle) göre ise "Darmeśeq" "iyi sulanmış yer" demektir. MÖ 14 yüzyıla ait Amarna yazılarında Akad dilinde "Dimašqa" ifadesine rastlanılmıştır. Suriye isminin Asur Devleti'nden türediğine dair iddialar da bulunmaktadır. Batı dillerinde de genellikle Damascus ifadesi görülmektedir(Wikipedia).

Şam üzerinde kurulan medeniyetler genellikle bir önceki medeniyetin kalıntılarını kullandıkları için görülebilir kalıntı sayısı çok azdır. Bununla birlikte kentin tarihini daha eski dönemlere genellikle edebi eserler aracılığıyla götürmek mümkün iken ilk somut bulgular MÖ 2500 yılına dayanan "Mari" site devleti tabletleridir. Bu tabletlerde Damascus(Dimişka) hakkında verilere ulaşıldığı gözlenmiştir. Daha sonra "İbla" site devletine ait tabletlerde de "Dimaski" adından bahsedildiği görülmüştür. Öte yandan Şam'ın MÖ 2000 civarında "Amorilerce" bir yerleşim alanı olarak inşa edildiği, halkının da Arap çöllerinden göç gelen "Sami kavimlerinin" oluşturduğu bilinmektedir. Bundan yarım asır sonra ise "Amarna tabletlerine" göre Şam'da sırasıyla Mısırlılar ve Hititler hüküm sürmüştür. MÖ 1200 sonrası dönemde Şam, "Arami" yönetiminde yaklaşık iki yüzyıl boyunca önemli bir kent konumunda bulunmuştur. Bu dönemin en önemli hususlarından biri, günümüzde bir İslam kenti olarak Şam'ın en önemli mekânsal varlıklarından biri olan, Emevi camisinin bu dönemde yapılan "Haddad Tapınağı" üzerinde bulunmasıdır. MÖ 732 yılında ise kent "Asur" kralı 3. Tiglath Pileser tarafından yıkılmıştır. Bunu MÖ 572'de "Babilliler" ve MÖ 539'da "Persler" de yinelemiştir. MÖ 332 yılında ise Persleri yenen "Yunanlılar" "Büyük İskender" komutasıyla kenti ele geçirmiş ve bu dönemde kentte önemli işlere imza atmışlardır. Daha sonra MÖ 84-56 arasında kente hâkim olan "Nabatiler", MÖ 64'te "Romalıların" kenti işgal etmesine rağmen yönetimi kaybetmemişlerdir. Romalılar Şam'ı ancak MS 1'de St. Paul'ün Hristiyan öğretileri aracılığıyla tam olarak ele geçirebilmiştir. MS 117'de kent dönemin imparatoru "Hadrian" idaresinde metropol ilan edilmiştir. MS 222 yılında ise bir diğer imparator Severus, kente koloni niteliği kazandırmıştır. Bu gelişmeler kentin ticari faaliyetlerle önemli bir kervan yolu kavşağı olmasını ve buna bağlı olarak güvenlik önceliği gözetilerek kaleler, kent surları, kapılar gibi mühim mimari yapıların ortaya çıkmasını sağlamıştır. Ayrıca bu dönemde Haddad Tapınağı üzerine daha geniş bir alanı kapsayacak şekilde "Jüpiter Tapınağı" inşa edilmiş, "Via Recta" olarak anılan Düz Cadde genişletilmiş ve "Barada nehrinin" sularından daha fazla istifade etmek adına su kemeri inşa edilerek tarımsal faaliyetlere katkı sunulmuştur. Bizanslılar 4. Yüzyıldan sonra Hristiyanlığı kente hâkim kılmış ve Jüpiter Tapınağını kiliseye dönüştürmüştür. Kent 612 yılında geçici bir şekilde Sasanilerin eline geçmiş daha sonra Arabistan'dan yayılan İslam İmparatorluğu'nun 635 yılında "Halid bin Velid" yönetiminde "Yermuk savaşıyla" Bizanslıları yenerek kente ulaştığı görülmüştür. Dönemin halifesi Hz. Ömer, Yezid bin Ebu Süfyan'ı kentin valisi olarak görevlendirmiştir. Ondan sonraki vali ise kardeşi Muaviye olmuştur. Muaviye'nin halife Hz.

Ali ile mücadeleye girmesi ve Sıffin ve Tahkim olayları ardından Şam 662'den beri "Emevi İmparatorluğu'na" başkentlik yapmaya başlamıştır. 746 yılına gelindiğinde ise "Abbasilerin" hâkimiyeti Şam'ı geri plana itmiş ve sırasıyla Tolunoğulları, İhşidler(Akşitler) ve Fatımilerin kenti ele geçirdiği görülmüştür. Kent, Emevi camisini yakacak boyutlara ulaşan "Karamitlerin" işgal girişimlerine sahne olduktan sonra 1076'da Selçukluların idaresine geçmiştir. Bu tarihten sonra 1154 yılında Halep valisi "Nureddin Zengi" ve 1174'te Zengilerin ünlü komutanı "Selahattin Eyyubi'nin" kontrolüne giren Şam aynı zamanda "Haçlı savaşları" tehlikesi altında bulunmuştur. 1260 yılına gelindiğinde ise "Moğollar" kenti ele geçirmiş ancak "Memluk devleti" "Ayn Calut" savaşıyla kenti kısa sürede kendi kontrolüne almıştır. Bu dönemde Şam, Kahire'den sonra Memlukların ikinci başkenti olarak anılmıştır. 1516 yılında 1. Selim (Yavuz) "Mercidabık savaşıyla" Suriye'yi ve dolayısıyla Şam'ı alarak Osmanlı himayesine sokmuştur. Şam Osmanlı egemenliği altında yaklaşık dört asır kalmıştır. Bunun da en büyük sebebi hilafetin Osmanlı yönetiminde bulunması ve hac yolu üzerinde bir durak noktası olarak Şam'ın konumudur. Daha sonra "Azim ailesi" idarede söz sahibi olmuş özellikle "Esad Paşa" idaresi kente önemli katkılar sunmuştur. 1860'larda Dürzüler ile Hristiyan azınlıkların aralarında yaşadıkları çatışmalar Şam'ın demografik düzeni adına önemli bir iz bırakmıştır. Mithat Paşa'nın 19. yüzyılın son döneminde kattığı hukuki ve kültürel gelişmeler Şam'da Arap milliyetçiliğinin dönüm noktası olmuştur. "Kral Faysal" yönetiminde de Arap milliyetçiliği ve bağımsızlık duygusu olsa bile 1920'de Fransız mandası olan Suriye'de Şam yine ciddi şekilde bombalanmış ve ancak 1945 yılında Suriye'nin başkenti olarak bağımsızlığa kavuşmuştur. Fransız mandater yönetimi zamanında "Fransız Şam Devleti" adında geçici bir kent devletinin de kurulduğu görülmüştür(Apak, 2008: 166-170; Mert, 2010: 142-147; Okur, 2009; Raymond, 1995; TDV İslam Ansiklopedisi/Şam; Yazıcı, 1995; Yücel, 2017; Wikipedia).

Şam'ın kıymetini öne çıkaran kavramlardan biri de kendine has mimari yapıları olmuştur. Özellikle dini amaçlı yapılar bu anlamda başı çekmektedir. Şam, Müslümanların, Hristiyan ve Yahudilerin birlikte yaşadığı ve bu dinlerin izlerinin de yüzyıllardan beri baki kaldığı bir kenttir. Bilhassa insanlığın ilk atası olduğuna inanılan Hz. Âdem ve onun çocuklarından diğer peygamberlere kadar ilgili mekânların burada olduğu düşüncesi, kente ayrı bir anlam katmıştır. Bunlardan bazıları hakkındaki bilgiler ve Şam kültür ve tarihine İslami açıdan kattıkları kıymetlidir.

Bu mekânlardan biri "Şam Kalesi" olarak bilinen ve "Eski Şam'ın" kuzeybatı köşesinde bulunan bir yapıdır. MS. 285-305 zamanında Romalıların askeri kampı olan kare şeklindeki kale 1202 yılında Selahaddin Eyyubi'nin kardeşi el-Adil'in kale içinde yeni bir kale daha inşa etmesiyle daha büyük bir yapıya bürünmüştür. Ayrıca kale içine silah atölyesi, hamam, darphane, hapishane, taht odası, medrese ve cami inşa edilmiştir. Kalenin kuzeybatı köşesindeki kaldırım taşlı yoldan Hamidiye çarşısına ve Emevi camisine geçiş mümkündür. "Hamidiye Çarşısı(Hamidiyeh Suuk)" ise bugün antika eserler ve Bedevi halısı gibi ürünler satılan çarşıdır. İstanbul'daki "kapalı çarşıya" benzemektedir. İslam mimari yapısına has kubbeleri bulunan dükkânlara sahiptir. Bu çarşı Osmanlı padişahı 2. Abdülhamit tarafından yapılmıştır. Çarşılar İslami kent yapısında büyük cami olarak adlandırılan ana caminin hemen yanında bulunurlar. Ticari faaliyet alanlarından olan bu mekânlar sosyal ilişkiler bakımından da önemli bir işleve sahiptir. Hamidiye camisi de tam olarak böyle bir niteliğe haizdir. "Eski Şehir" denilen alan ise uzun tarihsel geçmişi ile kentin hafızası konumundadır. Dar sokak yapısı diğer İslam kentlerine benzer yapıdadır. Eski Şam şehir merkezinde tarihi yapıların olduğu klasik kesimdir. Yeni Şam ise merkezin etrafını saran yer yer merkeze biraz uzak modern yapıda binalar ve şehir düzenlemesine sahip yerlerdir. Eski Şam'ın etrafındaki surların altı kapısı vardır: Doğu Kapısı (Bab Şarki), Thomas Kapısı (Bab Touma), Jabiya Kapısı (Bab al-Jabiya), Cennet Kapısı (Bab al-Faradis), Keisan Kapısı (Bab Kisan), Küçük Kapı (Bab al-

Saghir). En önemli mimari yapı "Emevi Cami(Ulu Cami)" olarak kabul edilmektedir. Eski Şam'da, Roma tapınağının üzerine yapılan kilisenin cami ile birlikte genişletilmesi sonucu önemli bir mekân haline gelmiştir. 661'de Şam Emeviler döneminde İslam İmparatorluğunun başkenti olunca Emevi Cami de merkezi bir eser olarak revize edilmiştir. Cami avlusunun ortasında şadırvan bulunmaktadır. Batısında Hazine Kubbesi, Doğusunda ise Saathane bulunmaktadır. Burada kum saati koleksiyonu bulunmaktadır. Hindistan'daki Tac Mahal'in kubbesinin buradan esinlenildiği söylenmektedir. Caminin üç minaresi bulunmaktadır; 1- Gelin Minaresi bu minarede Memlukler döneminde yaşanan tehlike karşısında Şam'dan yakılan ışığın minareler aracılığıyla Kahire'ye kadar ulaştırılmasından bahsedilmektedir. 2- Ğarbiye veya Kayıtbay Minaresi ve 3- İsa(Ak) Minaresi. Üç minareden en uzunu olan bu minare Eyyubiler tarafından tamamlanmıştır. İnanışa göre Hz. İsa kıyamet gününden önce şeytanla savaşmak adına bu minareden inecektir. "Zahiriye Medresesi ve Baybars Mezarı", Emevi camisinin kuzeybatısında Selahaddin Eyyubi'nin babası Eyüb beye ait olan Zahiriye, Adiliye Medresesi ve Memluk sultanı Zahir Baybars'ın mezarı bulunmaktadır. 1919 yılında buraya bir kütüphane eklenmiştir. Günümüzde burada "el-Mucemma el-ilmi el-Arabi(Arap Dil Kurumu)" bulunmaktadır. "Cakmakiye Medresesi ve Arap Epigrafi(Yazıtbilim) Müzesi" ise Memluklerin Şam valisi "Cakmak el-Ergunsavi" tarafından yapılmıştır. Bugün Epigrafi Müzesi olarak içinde yazıtlar, kitabeler, mühürler, alfabelerin gelişimine dair materyaller barındırmaktadır. "Nureddin Zengi" tarafından "El-Nuriye Medresesine" verilmek üzere "Nureddin Hamamı" da diğer bir yapılan önemli İslami mekânsal varlıktır. Bu hamam Şam'ın en eski hamamıdır. Özellikle hamamların da İslami kent yapısındaki önemi düşünüldüğünde bu hamamın kentin içindeki konumu daha iyi anlaşılabilmektedir. Yine "Esad Paşa" tarafından 1753'te yapılan "Esad Paşa Hanı", zamanında Şam ticaretinin merkezi olan bir handır. Kubbeli yapı, çeşme, havuz, kemerli kolonlar bu yapıda da dikkat çekmektedir. "Nureddin Şifahanesi(Maristan-Bimaristan)", Nureddin Mahmud bin Zengi tarafından 1154 tarihinde tıp okulu olarak inşa edilen Şam'ın en büyük hastanelerinden biridir. 1978 yılında "Araplarda İlim ve Tıp Müzesi'ne" çevrilmiştir. "Midan Semti" de Mekke'ye hacca giden hacıların, Şam'da konakladığı ve içinde camileri, türbeleri, medreseleri ve hamamları barındıran yerdir. Şam hac yolu üzerinde olduğu için "Tarihi Hicaz Demiryolunun Şam İstasyonu" da önemli bir konum ve tarihsel köken barındırmaktadır. Öte yandan Şam'ın kuzeybatısında yer alan "Kasyon Dağı", birçok efsane içermektedir. Bunlardan biri Kabil'in Habil'i bu dağdaki "Kan Mağarası'nda" öldürdüğüdür. Bir diğeri dağın doğu eteğinde yer alan mağaranın içindeki caminin Hz. İbrahim'in doğduğu yer olmasıdır. Başka bir söyleme göre Hz. İsa, annesi Hz. Meyrem, Zekeriya Peygamberin oğlu Hz. Yahya ve annesi ve İlyas, İbrahim, Lut, Musa ve Eyyub peygamberlerin de saklandığı ve ibadet ettiği bir dağ olarak anılmaktadır. Dağın üzerindeki "Kırklar Mescidinin" kuzeyinde 70 veya 7000 şehit ve 700 peygamber defnedildiği söylenilmektedir. "Kan Mağarasının" içinde 40 kişinin öldürüldüğü rivayet edilir. Öte yandan "Kasyon dağının" zirvesinde Hz. Âdem Mağarası ve camisi, 70 peygamberin açlıktan öldüğü "Açlık Mağarası", Kur'an-ı Kerim'de Kehf Suresinde ve Süryani kaynaklarında geçen "Kırklar Mağarası", "Hz. İsa ve Hz. Meryem Mağarası", "Zafer Kubbesi" de bulunmaktadır. Evler de İslami mekânlar olarak dikkat çeken yapılardır. Şam'ın yolları ve buradaki evlerin yapısal özellikleri hakkında en fazla bilgiyi seyyah Henry Maundrell (1697) vermiştir. "Şam sokakları dardı. Evlerin duvarları Hollanda usulü yanmış taşlarla (tuğla) çevriliydi. Kabaca sıvanmış evler vardı ve yolları kötüydü. Yağmurlardan sonra bütün şehrin sokakları çamur oluyordu" demiştir. Ayrıca binalardaki oyma ve kakma sanatıyla özenli olarak yapılan geçit ve kapılar onu oldukça şaşırtmıştır. "seçkin bir Türk evini ziyaret ettik" diyerek özenle döşenmiş bir evin iç dekorasyonu hakkında yazdığı bilgilendirmede eve ilk girildiğinde göze çarpan yeri, evin avlusu olarak tanımlanabilecek misafirlerin ağırlandığı mekân olarak göstermiştir. Burası

çeşitli kokuları olan ağaçlar, mermerden çeşmeler ve süslü divanlarla düzenlenmiştir diyen Maundrell oturacak yerleri günümüzde "şark köşesi" olarak tabir edilen Doğu kültürüne özgü bir tasarımla anlatmıştır. (İstek, 2020: 134,135; Mert, 2010: 147-219; Raymond, 1995; TDV İslam Ansiklopedisi/Şam; Wikipedia).

Kentin yönetimine bakıldığında ise Suriye'de 15 sayılı ve 1971 tarihli kanun, 2003 yılında Yerel Yönetimler Bakanlığı tarafından güncellenmiştir. Buna göre yeni yapılan düzenleme ile var olan idari yapı korunurken yerel yönetimlere daha çok imtiyaz ve serbestlik tanınmıştır. Ardından çıkarılan 107 sayılı ve 2011 tarihli yeni kanunda ise hem vilayetlerde hem de belediyelerdeki farklı yerel yönetim birimleri arasındaki ilişki belirlenmiştir. Yapılan anayasal düzenleme ile yerel yönetimlerin daha fazla yetki ve mali özerlik kazanarak adem-i merkezileşme adına gelişim kaydettiği görülmüştür. Böylece belediyeler insan ve mali kaynakları, iç işleri ve proje yürütme bakımından daha fazla serbestlik elde etmiştir. Bunun yanında yerel yönetimleri denetlemek ve sınırlarını çizmek adına "19/2015 sayılı kararname ve şehir planlaması" kapsamında özel şirketler, ilgili yerel yönetim biriminin mali denetimini sağlayabilmiş; "23/2015 sayılı yasa" ve muadilleri ise kent konseylerinin önemini arttırmıştır. 107/2011 sayılı yasa, "Yerel Yönetimler Yüksek Kurulu'nun" idaresine bırakılmıştır. Buna göre yasa "vilayetlerde, şehirlerde, kasabalarda ve belediye sınırlarında kurulan yerel meclisleri tanımlamıştır." Vilayetlerde devlet başkanının atadığı vali, Şam'daki merkezi yönetimin desteğiyle meclise başkanlık etmektedir. Faaliyet kapsamında ise "adem-i merkezileşmeyi arttırmayı, yerel meclislerin kendi kalkınma planlarını uygulamasını kolaylaştırmayı, yerel meclislerin gelirlerinin arttırılmasını, yerel seviyede toplumun geliştirilmesini ve vatandaşlara sunulan hizmeti iyileştirmeyi" öncelemektedirler. Şehirlerde ise bu görev seçilmiş belediye başkanlarınca yürütülmüştür(Esen ve Chibli, 2020: 292).

Yerel yönetim meclisleri genel olarak sürdürülebilir ve dengeli kalkınma ilkeleri kapsamında şehir planlaması, toplu taşıma, katı atık yönetimi, sivil savunma, kültür, çevre vb. alanlarda sorumluluk almaktadır. Yine "Su Kaynakları Bakanlığı", "yereldeki müdürlükleri aracılığıyla, su temin altyapısından ve su kalitesinden sorumludur." Topraklarının yaklaşık %62'si devlete ait olarak addedilen Suriye'de yerel yönetimler 2011 tarihli 26 sayılı kanun ve stratejik projeleri çerçevesinde konut ve arazi temininden sorumludur. Sosyal hizmetlere bakıldığında ise sorumluluk, vilayetlere yani valilere devredilmiştir. Sağlık hizmetleri, merkezden, Sağlık Bakanlığı tarafından yürütülmektedir. Sağlık hizmetleri hiyerarşik bir dağılımla her birimde merkeze bağlı ancak kendi iç dinamikleri ile projelendirilen bir usulle yürütülmektedir. Eğitim konusuna bakıldığında ise Eğitim sistemiyle ilgili kararlar merkezi düzeyde Eğitim Bakanlığı tarafından yürütülmektedir. Vilayet, Teknik Hizmet Müdürlüğü vasıtasıyla okul yapımından sorumlu iken yerel yönetimler okul inşası için arsa tahsis etmektedirler. Eğitim Müdürlüğü ise okulların yönetimi ve politikaların yürütülmesi ile ilgilenen bölgesel bir birimdir(Esen ve Chibli, 2020: 295-296).

2009 yılında gerçekleştirilen "Suriye'de Sürdürülebilir Kentsel Kalkınma Bildirisinde" etkili bir yerel yönetim adına esas şartlar, "net bir politika çerçevesi, şehir yönetimi adına gerekli kapasite ile tüm paydaşları bir araya getiren iyi bir planlama, etkin bir şehir yönetimi adına müzakere, arabuluculuk ve iş birliği süreçlerini kolaylaştıracak yapılar" olarak belirtilmiştir. Bununla birlikte 107/2011 tarihli ve sayılı kanun her ne kadar "yetki devri (adem-i merkezileşme)" usulünü belirtmiş olsa da Suriye'de genellikle "yetkilendirme (yetki dağıtımı)" söz konusu olmaktadır. Ayrıca yetki devrinin gerçekleştiği yerler ise merkezden gelen kaynak aktarımından mahrum kalmaktadır(Esen ve Chibli, 2020: 299).

Bugün Şam Suriye'nin başkenti olarak, 8 Mart 1963 yılında askeri darbe sonucu yönetime gelen Baas Partisi tarafından yönetilmektedir. Baas hareketi içinde 1970 yılında Hafız Esad ilk defa Suriye cumhurbaşkanı olmuş 2000 yılına kadar iktidarda kalmıştır. Suriye'nin şimdiki devlet

başkanı, ülkeyi 2000'den beri yöneten, Hafız Esad'ın oğlu, Beşşar Esad'dır. Suriye Arap Cumhuriyeti üniter yapılı, yarı-başkanlık sistemine sahip, baskın tek parti rejimi şeklinde yönetilen ülkedir. Bununla birlikte baskın bir parti olarak "Arap Sosyalist Baas Partisi" öne çıksa da Suriye'de yasal başka partiler de Ulusal Birlik Cephesi altında bulunmaktadır. 1 Eylül 1918'de Osmanlı İmparatorluğundan ayrılan Suriye, 17 Nisan 1946 yılında da Fransa sömürgesinden bağımsızlığına kavuşmuştur. 27 Şubat 2012 tarihindeki mevcut Anayasayı kullanan Suriye'nin 2023 tahmini nüfusu ise 17 milyonun üstündedir. 2011 yılı itibariyle Tunus'ta başlayan ve birçok Arap ülkesine yayılan, "Arap Baharı" adı verilen, hükümet karşıtı ayaklanma ve silahlı isyanların son durağı Suriye olmuştur. Bugün çatışmalar Suriye'de hâlâ sürmektedir. Arap Baharı sonrası dünyada göç hareketliliği İslami algı üzerinde de etkili olmuştur(Adıbelli(ed.), 2012: 15-47, Gerçeker, 2019: 199,200; Wikipedia).

SONUÇ

Bir kente ait manevi görünüm, direkt olarak kültürle ilişkilidir. Kentin inşa edilmesinde hangi medeniyet söz konusu ise, fizikî görüntüsünden yaşam biçimine kadar tarihî ve kültürel aidiyetin varlığıyla karşı karşıya kalınmaktadır. Ayrıca ekonomik gelişme, mekânlar arasındaki farkı öne çıkaran önemli hususlardan biri olmuştur. Öyle ki büyük dinler genellikle kentlerde dikkat çekici somut unsurlarıyla var olmaktadır. İslam dini de bu yüzden kentleri vurgulayan bir çerçeve sergilemiştir. Bu durumu Weber, bilhassa Batı toplumlarında görülen ve "kent ile köy arasındaki her türlü hukuki fark" üzerinden açıkladığı burjuvazinin gelişimiyle desteklemiştir. Gerçi Sjoberg dünyada sanayi öncesi kentlerin hiçbirinde fark olmadığını yaptığı çalışmalarla desteklemişse de görülmüştür ki din kentler için önemli bir yer tutmuştur(Kaygalak, 2014: 22,23). Fakat belirtilmeli ki İslam Medeniyetinden bahsedebiliyorsak burada kırsalın tümüyle reddedilmediğini de bilmek gerekir. Çünkü eksik kalmış bir din medeniyet boyutuna bir bütünlük içerisinde ulaşamaz(Armağan, 2010: 126,127). Şam'a gelince, bugüne dek tarihi çatışmalarla, savaşlarla, istilalarla ve yıkımlarla dolu olan bir kent, hatta vaktiyle isim olarak bir dönem temsil ettiği bir ülke olarak tüm bu çerçevede kendine has özellikleriyle İslami açıdan bir konum barındırmaktadır. İslam kentleri İslam'a, İslam da İslam kentlerine karşılıklı olarak katkı sağlamaktadır. Bu incelemede de Şam'ın üstüne düşen veriler aktarılmaya çalışılmıştır.

Nihayetinde Şam, tarihi boyunca çatışmalarla meşgulken diğer İslam kentlerinde de durum pek farklı değildir. Mezhepsel, etnik köken ve siyasi mücadelelerin hâkim olduğu bu çatışmalar İslam kentlerinin bir kısmı adına bir kaide olmuş gibi gözükmektedir. Bu durum elbette olumlu bir sonuç doğurmamıştır fakat bizlere sunduğu önemli bir husus vardır. O da İslam kenti olarak Şam'ın çok kültürlü yapısını her zaman koruyabildiğidir. Buna dayalı diğer bir çıkarım kentin mimari sürekliliğini devam ettirmesidir. Farklı kültürler kentte egemenliklerini sürdürürken medeniyetlerine dair mimari eserlerini daha önce var olan eserleri tümüyle yıkarak değil üzerlerine inşa ederek ortaya koymuşlarıdır. Bu davranış özellikle hoşgörü dini olarak anılan İslam'ın Şam kenti ile özdeşleştiği bir durumdur.

Bu noktada ilişkili bir konu da yönetici hükümdarlarla ilgilidir. Aslında tüm İslam kentlerinde ve hatta karizmatik bir liderin hüküm sürdüğü tüm toplumlarda genel bir görünüm, kentin bu yöneticinin yaşam üslubunu yansıtmasıdır. Elbette Şam da bu genel kaideye uymuştur. Şam adına öne çıkan isimler ise Nureddin Zengi, Selahattin Eyyubi gibi isimler sayılabilir. Elbette Emeviler Dönemi de dışarıda tutulamaz.

Şam kentine dair öne çıkan hususlardan bir diğeri ise kutsallık atfedilen coğrafi ve mimari mekânlarının bulunmasıdır. Bu durumu öne çıkaran ifade ise İbnü'z-Zahîra'nın, "el-Fezâilü'l-bâhira fî mehâsini Mısr ve'l-Kâhire" adlı eserinde Kahire ile Şam'ın üstünlük mücadelesini aktarırken Şam adına kullandığı "Peygamberlerin defnedildiği kent" tanımlamasında

yatmaktadır(Barca, 2017: 99). Bu sadece Müslümanların değeri değil diğer inanç değerlerini de kapsayan bir özelliktir. Bu mekânları önemli kılan şey ise farklılıkları ortak noktada ve uzlaşı içinde birleştirmektir. Böylece süreklilik sağlanmakta ve kente aidiyetlik hissi devam etmektedir. Son olarak dil Şam için bir İslam kenti hüviyeti adına kıymetli bir veridir. Kur'an-ı Kerim'in de dili olan Arapça bu kentin en çok konuşulan dilidir. Bu durum Şam ile İslam arasındaki en güçlü bağlardan biridir. Öyle ki İslami söylemler içeren bazı ifadeler Şam'ı anlatırken dahi karşımıza çıkabilmektedir. Fakat Arapçanın etkileşim içinde olduğu diğer dillerden etkilendiğini de unutmamak gerekir.

Bütün bunları birleştirince her ne kadar çatışmaların, savaşların öne çıktığı söylenebilse de arka planda hoşgörü ikliminin ve birlikte yaşayabilme birikiminin bu kentin hafızasında yer edindiği görülmektedir. Nitekim rekabet özellikle İslam kentleri için bireysel, toplumsal veya devlet bağlamında kaçınılmaz görünmektedir. Dolayısıyla bugün Arap Baharı denilen sürecin Şam özelinde Suriye adına umutsuz bir çıkmaz sokak olmadığı ifade edilebilir. Bir arada yaşamanın uzlaşı gerektirdiği kadar hâkimiyet mücadelesini de getirdiği bilinmektedir. Önemli olan ise demokrasi çizgisi içinde bunu başarabilmektir. Diğer yandan Şam'ın, İslam kenti olarak bu konumunu sürdürmek adına üstüne düşeni yapmaya devam etmesi beklenmektedir ve gelecekte kentin İslami yaşam anlayışına katacağı değerler kıymetlidir. Son olarak İslam tarihi İslam kentleri için bir rehberdir ve o kentin yönetiminde bir şekilde illiyet bağı sağlanmaktadır.

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[2]Havayolu İşletmelerine Ait Covid-19 Güvenlik Performanslarının Çok Kriterli Karar Verme Yöntemleri ile Analizi

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ÖZET

Havacılık endüstrisi şüphesiz ki ulaşım faaliyetlerinin en önemli parçasını oluşturmaktadır. Havayolu taşımacılığı sektörü küresel pazarda hem ulaşım anlamında hem de ekonomik anlamda büyük bir öneme sahiptir. Sürekli olarak gelişen ve standartlarını yükselten bu sektörün meydana gelebilecek doğal durumlardan etkilenmesi de kaçınılmaz olmaktadır. Kırılgan bir yapıya sahip olması sebebi ile olası krizlerden kolay bir şekilde etkilenebilecek olan havacılık sektörü yakın tarihte 11 Eylül Saldırıları, Körfez Savaşları, SARS Virüsü, 2008 Küresel Krizi ve Covid-19 pandemisinden olumsuz etkilenmiştir.
Bu çalışmada havacılık sektörünün yaşadığı en son kriz olarak Covid-19 ele alınmış, salgın ve pandeminin sektör üzerindeki etkilerinin incelenmesi amaçlanmıştır. Küresel hava sahasında faaliyet gösteren havayolu işletmelerinin Covid-19 salgını ve pandemisi kapsamında güvenlik performansları ÇKKV yöntemleriyle analiz edilmiş, bu analiz sonuçlarına bağlı olarak ilgili havayolu işletmelerinin tercih edilebilirlik sıralaması oluşturulmuştur. Yapılan analizler sonucunda tercih edilebilirlik derecesi en yüksek olan işletme SingaporeAirlines olarak görülürken, en düşük dereceye sahip işletme Pegasus olmuştur.
Anahtar Kelimeler: Havacılık, Covid-19, ÇKKV

Analysis Of Covid-19 Safety Performances Of Airlines By Multi-Criteria Decision Making Methods

ABSTRACT

The aviation industry is undoubtedly the most important part of transportation activities. The air transport sector has a great importance in the global market both in terms of transportation and in terms of economy. It is inevitable that this sector, which is constantly developing and raising its standards, will be affected by natural situations that may occur. The aviation sector, which can be easily affected by possible crises due to its fragile structure, has recently been adversely affected by the September 11 Attacks, Gulf Wars, SARS Virus, 2008 Global Crisis and Covid-19 pandemic.
In this study, Covid-19 was discussed as the latest crisis experienced by the aviation industry, and it was aimed to examine the effects of the epidemic and pandemic on the industry. The safety performances of the airlines operating in the global airspace within the scope of the Covid-19 epidemic and pandemic were analyzed by MCDM methods, and the preference ranking of the relevant airline companies was created based on the results of this analysis. As a result of the analyzes made, the company with the highest degree of preferability was seen as Singapore Airlines, while the operator with the lowest rating was Pegasus.
Keywords: Aviation, Covid-19, MCDM

[2] Bu çalışma Dr. Öğr. Üyesi Eda ÇINAROĞLU danışmanlığında, Burak KARADAĞ tarafından hazırlanan Havayolu İşletmelerine Ait Covid-19 Güvenlik Performanslarının Çok Kriterli Karar Verme Yöntemleri ile Analizi başlıklı yüksek lisans tezi esas alınarak hazırlanmıştır (Havayolu İşletmelerine Ait Covid-19 Güvenlik Performanslarının Çok Kriterli Karar Verme Yöntemleri ile Analizi adlı yüksek lisans tezi, Erciyes Üniversitesi, Kayseri, Türkiye,2023).

GİRİŞ

Uçma arzusu insanlık tarihinin başından bu yana her devirde insanlığın hayal gücünün genişlemesine katkıda bulunmuş ve gökyüzünde bulunan kuşlar gibi rüzgarda kanat açma isteğini oluşturmuştur. Bir romantizm akımı haline gelen uçma isteği birçok girişim, deney ve başarısızlık kaydı bulunmasıyla birlikte hala akıl almayan bir olay olarak insanlık tarihindeki yerini korumaktadır (Laufer, 1928).

Havacılık kavramı İkinci Dünya Savaşı ile birlikte ivme kazanarak gelişmiş, havacılığın yaşadığı teknolojik ve yapısal değişimlerin hızıyla hava taşımacılığı sektörü olarak ulaşım faaliyeti çeşitleri arasına girmiştir. Askeri uçakların sivil uçaklara dönüştürülmesi ile başlayan ticari havacılık faaliyetleri, yolcu odaklı tasarımlarla üretilen hava araçları ile gelişimini sürdürmüş, günümüzde ulaşım faaliyetlerinin yapı taşı haline gelmiştir (Korul, 2003).

Sivil hava araçları ile ücreti mukabilinde yolcu, yük veya yolcu ve yük taşımacılığı faaliyeti havayolu taşımacılığını tanımlamaktadır. Bununla birlikte bu faaliyetleri yürüten işletmeler ise koltuk kapasitesi yirmi ve üzeri olan hava araçlarıyla yolcu, yük veya yolcu ve yük taşımacılığı yapan ticari hava taşıma işletmeleri olarak tanımlanmaktadır (Bakır, 2017).

Gelişim hızı çok yüksek olan havacılık endüstrisi yerel ve global krizlerden çok çabuk etkilenebilme özelliğine sahiptir. Bu durumun temel sebebi sektörün kırılgan yapısı olarak gösterilmektedir. Havacılık sektörünün yapısal ele alındığında bu kırılganlığın havayolu ulaşımının temel ihtiyaç değil lüks olmasıyla ilişkilendirebiliriz. Kriz dönemlerinde insanların ilk olarak lüks tüketimlerinden vazgeçebilmeleri sektörün etkilenmesine zemin oluşturmaktadır. Havayolu taşımacılığı geçmişten günümüze yaşanan birçok krizden küçük zararlarla çıkmayı başarmıştır.Havacılık sektörünün son dönemde 11 Eylül Saldırıları, Körfez Savaşları, SARS Virüsü ve 2008 Küresel Krizi gibi küresel olaylardan etkilendiği ancak tüm bu krizlerden minimum zararla ayrılmayı başardığı açıkça söylenebilir.

Günümüzde havayolu sektörünün etkilendiği en yeni global risk olarak Covid-19 pandemisi göze çarpmaktadır. 2019 yılında Çin'de ortaya çıkan koronavirüs salgını tüm sektörlerde yürütülen iş aktivitelerinde duraksama yaşanmasına sebep olmuştur. Virüsün insanlar arasında bulaşmasının kolaylığı havayolu sektörünü krizden etkilenen sektörler listesinin üst sıralarına taşıdığı görülmektedir (Maneenop, 2020). Covid-19 Krizi atlatılması en zor kriz olarak incelenirken, salgının başlangıcından itibari ile salgının yayılımını engellemek ve toplum sağlığını korumak adına getirilen kısıtlamalar ve uygulanan yasaklar dünyada havacılık sektörünü neredeyse durma noktasına getirmiştir (Akça, 2020).Küresel çapta meydana gelen pandemilerde tedbir amacıyla birçok seyahat kısıtlaması uygulandığı bilinmektedir. Covid-19 salgınında virüsün yayılım hızı dikkate alınarak çeşitli kısıtlamalar uygulanılmaya başlamıştır. İlk olarak hastalığın çıkış noktası olan Çin'den diğer ülkelere olan uçuşlar iptal edilirken, Güney Kore, Hong Kong ve Japonya gibi hastalığın görüldüğü diğer ülkelere de seyahat kısıtlamaları getirilmiştir. Daha sonra İspanya, İtalya ve İran gibi ülkelerde salgının yayılması ve kısıtlamaların getirilmesi sonucunda havacılık sektörü durma noktasına gelmiştir (Wilson, 2020).

Bu çalışmada global bir kriz olarak ele alınan Covid-19 pandemisinin havacılık sektörü üzerindeki etkileri çok kriterli karar verme yöntemleri kullanılarak havayolu işletmeleri bazında analiz edilmek istenmiştir. Birleşik Krallık'ta danışmaya dayalı uçuş araştırmaları servisi sunan Skytrax şirketinin sunduğu veriler ışığında ülkemizde ve dünyada faaliyet gösteren havayolu işletmeleri belirli kriterler göz önüne alınarak analiz edilmeye çalışılmıştır. Havayolu taşımacılığı pazarında faaliyet gösteren içerisinde ülkemizden de 2 işletmenin bulunduğu 20 havayolu işletmesi belirlenen 15 kriter ışığında çok kriterli karar verme yöntemleri yardımıyla analiz edilmiştir. Bu analiz gerçekleştirilirken çok kriterli karar verme yöntemlerinden ağırlıklandırma ve önem sırası belirleme işlemi için "Entropi" yöntemi kullanılırken, tercihlerin sıralandırılması ve karar önceliğinin saptanması için "Topsis" yöntemine başvurulmuştur.

Literatür Taraması

Literatürde araştırmamıza katkı sağlayacağı düşünülen "Covid-19 ve Havacılık" ve "ÇKKV ve Havacılık" başlıkları ile ilgili bazı çalışmalar aşağıda verilmiştir. Ayrıca Covid-19 sürecinde havacılık ile ilgili çalışmalarda Çok Kriterli Karar Verme yöntemleri kullanılmadığı gözlemlenmiştir.

Saban ve Trabzon (2021), çalışmalarında COVID-19 salgınının havayolu taşımacılık sektöründe faaliyet gösteren işletmelerin performanslarını ne şekilde etkilediğini finansal ve finansal olmayan performans ölçütleri ile ortaya koymak istemişlerdir.

Yıldız Akpur (2021), araştırmasında pandemi sürecinde Türkiye ve Avrupa'da faaliyet gösteren havayolu işletmelerinin Covid-19'a karşı aldığı önlemleri belirlemek istemiştir. Araştırmada, nitel araştırma yöntemlerinden içerik analizi ile veriler elde edilmiştir.

Şen ve Erdağ (2021), yaptıkları inceleme ile havayolu taşımacılığı sektörünün gelişimini evreye ayırmış ve Covid-19 sürecini ilave ederek toplam 6 dönem olarak değerlendirmişlerdir. Çalışmada, havayolu taşımacılığı gelişim evrelerinin politik, ekonomik, sosyal ve teknolojik açılardan içinde bulunduğu durumu değerlendirmek için PEST Analizi kullanılmıştır.

Macit ve Macit (2020), çalışmalarında Covid-19 pandemisine yönelik Türk sivil havacılık sektöründe alınan tedbirleri araştırmışlardır. Covid-19 pandemisinin küresel havacılıktaki yönetimi, uluslararası sağlık ve havacılık kuruluşlarının yayınladıkları tedbir önerileri incelenerek, Türk sivil havacılık sektöründe sürecin yönetimi değerlendirilmiştir.

Kalkın (2021), araştırmasında 2020 yılının ilk yarısında ortaya çıkan COVID-19 pandemisinin küresel ölçekte havacılık sektörüne etkisini incelemiştir. Yaşanılan kriz havacılık bağlamında ortaya konulmuş ve örgütsel dayanıklılık açısından değerlendirilmiştir.

Akça (2020), yaptığı çalışmada havacılık sektöründe COVID-19 kapsamında alınan tedbirlere değinmiş ve salgının sektör üzerindeki ekonomik etkisini incelemiştir. Ayrıca, Türkiye'nin havacılık sektörü göstergeleri üzerinden mevcut duruma ilişkin değerlendirmeler yapılmıştır.

Özcan ve Ark. (2018), çalışmalarında bir havayolu şirketinde çalışan uzman görüşlerini alarak uçuş noktası seçimine etki eden kriterleri belirlemişlerdir. Belirlenen kriterler Ahp ve Topsis yöntemleri kullanılarak incelenmiş ve yeni bir uçuş noktası seçimi ortaya koymuşlardır.

Altınkurt ve Merdivenci (2020), araştırmalarında havayolu işletmelerinin hizmet kalitesini, Çok Kriterli Karar Verme yöntemlerinden AHP tabanlı EDAS yöntemi ile ölçmüşlerdir. Havayolu işletmelerinin hizmet kalitesi kriterlerine ilişkin önem ağırlıkları beş farklı havacılık uzmandan alınan verilerle değerlendirilmiş, EDAS yöntemiyle birleştirilerek havayolu işletmelerinin hizmet kalitesi sıralaması yapılmıştır.

Yıldız ve Başar (2020), çalışmalarında havacılık sektöründe yaşanan istenmeyen operasyonel aksaklık durumlarının genel değerlendirmesini MOORA Çok Kriterli Karar Verme Yöntemi ile incelemiş, bu aksaklıkları standardize eden kuruluşlar ve bu kuruluşların yolcu ve havayollarını bağlayan kuralları aktarmışlardır.

Dilmen ve Çetinyokuş (2020), yaptıkları araştırmada Ankara ilinde mevcut durumda sivil hava trafiğine hizmet veren Esenboğa Havalimanının yanı sıra ikinci bir havalimanı potansiyelini değerlendirmişlerdir. Anketlerden elde edilen veriler AHP, TOPSIS ve ELECTRE yöntemleri ile incelenmiş, hangi trafik seviyesine kadar Ankara ilinin hava ulaşım talebini mevcut havalimanı ile karşılayabileceği değerlendirilmiştir.

Bakır ve Akan (2018), 2016 yılı genelinde Avrupa‟da en fazla yolcuya hizmet veren havaalanlarının hizmet kalitesi performanslarını Entropi tabanlı Topsis yöntemiyle değerlendirmişlerdir.

Deste ve Şimşek (2019), havayolu yolcu taşımacılığı sektöründe faaliyet göstermekte olan şirketlerin birbirleri arasındaki göreceli lojistik performans düzeylerinin belirlenmesine yönelik bir araştırma gerçekleştirmişlerdir. Çalışmada kullanılan kriterlerin ağırlık oranları havacılık sektöründe faaliyet gösteren şirketlerde yöneticilik yapan uzman kişiler ile yapılan görüşmelerin yanı sıra Shannon’s Entropi yöntemi ve basit ağırlıklandırma ile elde edilmiş, kriterler üç farklı ağırlık oranına göre Topsis yöntemi kullanılarak analiz edilmiştir.

Kiracı ve Bakır (2018), çalışmalarında havacılığa özgü ölçüm göstergeleri kullanılarak, havayolu şirketlerinin küresel finans krizi öncesi ve sonrası performansının çok kriterli karar verme yöntemleri aracılığıyla incelemişlerdir. Çalışmada kullanılan kriterlerin önem düzeylerinin tespit edilmesi amacıyla CRITIC yöntemi, havayolu firmalarının performanslarına göre sıralanmasında ise EDAS yöntemi kullanılmıştır.

Veri Seti

Çalışmamızda Skytrax şirketi tarafından sağlanan veriler, şirketin web sayfasında yıldızlı ifadelerle gösterilirken çalışmada kullanılabilmesi için sayısal değerlere dönüştürülmüştür.

Tablo 1: Çalışmada incelenen havayolu işletmeleri.

A1	Aeroflot Russian Airlines	A11	RyanAir
A2	Air Astana	A12	Lufthansa
A3	Air France	A13	TurkishAirlines
A4	AirBaltic	A14	British Airways
A5	ANA AllNipponAirways	A15	Emirates
A6	GulfAir	A16	American Airlines
A7	Japan Airlines	A17	İndiGo
A8	QatarAirways	A18	FinnAir
A9	SingaporeAirlines	A19	Pegasus
A10	KLM RoyalDutchAirlines	A20	WizzAir

Tablo2: Çalışmada incelenen kriterler.

K1	Havaalanı: COVID-19 gereklilikleri hakkında tabela
K2	Havaalanı: El dezenfektanı görünürlüğü ve kullanılabilirliği
K3	Havaalanı: Kuyruklar: sosyal mesafenin kontrolü
K4	Uçuş: Uçağa binişte / koltukta sağlanan el dezenfektanı
K5	Uçuş: Uçağa binişte / koltukta sağlanan koltuk / masa dezenfektanı
K6	Uçuş: Yüz maskelerinin kullanılabilirliği ve yedeklerinin oluşu
K7	Kabinde temizlik: Koltuk arkalığı / taban / kolçak
K8	Kabinde temizlik: emniyet kemeri / toka
K9	Kabinde temizlik: tepsi tablası ve mandal
K10	Tuvalet kullanımı / kuyruğa alma ile ilgili talimatlar
K11	Tuvalet el dezenfektanı mevcudiyeti
K12	Kabin Personeli: COVID-19 talimatları için net bilgilerin verilmesi
K13	Kabin Personeli: Müşteri sosyal mesafesinin kontrolü
K14	Kabin Personeli: Düzenli ve mesafeli inişin sürdürülmesi
K15	İnternet Sitesi: COVID-19 Standardı Seyahat bilgileri

Entropi

Rudolph Clausius tarafından sistemdeki belirsizlik ve düzensizliğin ölçütü olarak tanımlanan entropi 1948 yılında Shannon tarafından enformasyon teorisine uygulanmıştır. Entropi yöntemi alt kriter ağırlığını hesaplamak için kullanılır. Entropi kavramı, ilgilenilen bir

olaya ilişkin maksimum belirsizlik ya da minimum belirliliği açıklamada kullanılan etkin bir yöntemdir.

Adım 1: Karar matrisinin normalizasyonu

$$r_{ij} = \frac{x_{ij}}{\sum_{1}^{j} x_{ij}}$$

- i: alternatif değeri
- j: kriter değeri
- r_{ij}: Normalize edilmiş değer

Adım 2: Entropi değerlerinin hesaplanması

$$e_j = -k \sum_{j=1}^{m} r_{ij} \ln (r_{ij})$$

- k: Entropi katsayısı
- r_{ij}= Normalize edilmiş değer
- e_j=Entropi değeri

Adım 3: Ağırlık değerlerinin hesaplanması

$$W_j = \frac{1 - e_j}{\sum_{1}^{m}(1 - e_j)}$$

- w_j : Ağırlık değeri
- e_j=Entropi değeri

Topsis

Bu yöntem, HwangYoon tarafından 1981 yılında pozitif-ideal çözüme en yakın ve negatif-ideal çözüme en uzak alternatiflerin performans sıralamasının yapılabilmesi için geliştirilmiştir. Technique for OrderPreferencebySimilaritytoIdealSolution yani ideal çözüme benzerlik yoluyla tercih sıralama cümlesinin ilk harfleriyle isimlendirilerek literatürde yer almıştır.

Adım 1: Veri setinin hazırlanması ve karar matrislerinin oluşturulması,

Karar problemine ait, karşılaştırmaya konu olacak m adet faktör serisi belirlenir.

$x_i(x_i(j), \dots, x_i(n))$, $i=1,2,3,\dots,m$ $j=1,2,3,\dots,n$

Karar Matrisi

$$X=\begin{bmatrix} x_1(1)x_1(2) & \cdots & x_1(n) \\ \vdots & \ddots & \vdots \\ x_m(1)x_m(2) & \cdots & x_m(n) \end{bmatrix}$$

Adım2: Oluşturulan karar matrisinden normalize edilmiş değerlerin hesaplanması (N), normalleştirmek için Norm yöntemi kullanılmaktadır.

$$n_{ij} = \frac{a_{ij}}{\sqrt{\sum_{i=1}^{m} a_{ij}^2}}$$

Burada ,n_{ij} , j'inci kritere göre i'inci alternatifin normalize edilmiş değeridir.

Adım 3: Ağırlıklandırılmış karar matrisinin oluşturulması, bu adımda normalize edilen değerler kriter ağırlıkları ile çarpılır. Çalışmada kriter ağırlıkları, uzman görüşlerine göre Entropi yöntemi ile belirlenmiştir.

$$v_{ij} = r_{ij}.w_{ij}$$

Adım 4: Pozitif İdeal (A^+) ve Negatif İdeal (A^-) çözümlerin belirlenmesi, bu adımda, ağırlıklandırılmış matriste, her bir sütünda yer alan maksimum ve minimum değerler belirlenir. Kriter fayda kriteri ise, pozitif ideal çözümde kriter değerlerinde maksimum olanı, maliyet kriteri ise minimum olanı alınır. Benzer şekilde, kriter fayda kriteri ise, negatif ideal çözümde kriter değerlerinde minimum olanı, maliyet kriteri ise maksimum olanı alınır.

$$A^+ = \{(max_i v_{ij} | j \in J), (min_i v_{ij} | j \in J)\}$$

$$A^- = \{(min_i v_{ij} | j \in J), (max_i v_{ij} | j \in J)\}$$

Adım 5: Alternatifler arası uzaklığın ölçülmesi: Alternatiflerin, maksimum ve minimum ideal noktalara olan uzaklıkları hesaplanır.

$$S_i^+ = \sqrt{\sum_{j=1}^{n} (v_{ij} - v_j^+)^2} \qquad S_i^- = \sqrt{\sum_{j=1}^{n} (v_{ij} - v_j^-)^2}$$

Adım 6: İdeal çözüme göreli yakınlığın hesaplanması: her bir alternatifin ideal çözüme göreli yakınlığı hesaplanır. Göreli yakınlık C_i+ , $0 \leq C_i + \leq 1$ aralığındadır ve aşağıdaki denklik ile hesaplanır.

$$C_i^+ = \frac{S_i^-}{S_i^- + S_i^+}$$

Uygulama

Tablo 3 :Entropi karar matrisi.

Entropi Karar Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	5	4,5	4,5	5	5	4,5	5	4,5	4,5	4,5	5	5	4	3,5	4,5
A2	5	4,5	5	4,5	4,5	4,5	5	5	5	4,5	4	4,5	4,5	4	4
A3	4,5	4,5	4	5	5	5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	5
A4	5	5	4,5	5	5	5	5	5	5	5	5	5	4,5	4,5	5
A5	4	4,5	5	5	5	5	5	4,5	5	4,5	4	5	5	5	4,5
A6	5	5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	0	4,5	4,5	4,5	5
A7	4	4,5	5	5	5	5	5	5	5	4,5	5	4,5	5	5	5
A8	4,5	4,5	4,5	5	3	5	5	4,5	4,5	4,5	4	5	4	4,5	4
A9	4,5	4,5	5	5	5	5	5	5	5	4,5	5	5	5	5	5
A10	3,5	4,5	3,5	4	4	3	4	3,5	4	0	0	4	3,5	3	5
A11	4	3	4	0	0	1	4	4	4,5	4	2	3,5	3	3	5
A12	5	5	4,5	3	4	3	4	4	3,5	4	3	4	4	3,5	4,5
A13	4	4	3,5	4,5	4,5	4	4	3	4	3,5	4,5	4	3	3	5
A14	4	3,5	3,5	5	5	4	3,5	3,5	3,5	4,5	3	4,5	4,5	5	4,5
A15	4	4	3,5	5	0	4	4,5	4	3,5	4	4	4	4	3,5	4,5
A16	4	4	4	4	4	3,5	3,5	3,5	4	4	3,5	4	4	3,5	4
A17	3,5	3,5	3	4,5	4,5	3,5	4	3	4	3	0	4	3,5	3	4,5
A18	4	4	3,5	4	0	3	4	3,5	4	4	3,5	4	4	3,5	4,5
A19	3,5	3	3	1	1	1	3	3	3	3	3	3	3	3	4
A20	3,5	3,5	3	0	0	2,5	4	3,5	4	3,5	4	3,5	3	3	3,5

Çalışmamızın analiz kısmında kullanacağımız veriler Skytrax sayfasından alınmış, işlem yapabilmek için nümerik ifadelere dönüştürülmüş ve karar matrisi oluşturulmuştur.

Tablo 4 :Entropi normalize karar matrisi.

Normalize Karar Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	**0,05917**	**0,05389**	**0,05556**	**0,06329**	**0,07246**	**0,05921**	**0,0578**	**0,05556**	**0,05294**	**0,05732**	**0,07463**	**0,05848**	**0,04969**	**0,04516**	**0,04945**
A2	**0,05917**	**0,05389**	**0,06173**	**0,05696**	**0,06522**	**0,05921**	**0,0578**	**0,06173**	**0,05882**	**0,05732**	**0,0597**	**0,05263**	**0,0559**	**0,05161**	**0,04396**
A3	**0,05325**	**0,05389**	**0,04938**	**0,06329**	**0,07246**	**0,06579**	**0,05202**	**0,05556**	**0,05294**	**0,05732**	**0,06716**	**0,05263**	**0,0559**	**0,05806**	**0,05495**
A4	**0,05917**	**0,05988**	**0,05556**	**0,06329**	**0,07246**	**0,06579**	**0,0578**	**0,06173**	**0,05882**	**0,06369**	**0,07463**	**0,05848**	**0,0559**	**0,05806**	**0,05495**

A5	0,04734	0,05389	0,06173	0,06329	0,07246	0,06579	0,0578	0,05556	0,05882	0,05732	0,0597	0,05848	0,06211	0,06452	0,04945
A6	0,05917	0,05988	0,05556	0,05696	0,06522	0,05921	0,05202	0,05556	0,05294	0,05732	0	0,05263	0,0559	0,05806	0,05495
A7	0,04734	0,05389	0,06173	0,06329	0,07246	0,06579	0,0578	0,06173	0,05882	0,05732	0,07463	0,05263	0,06211	0,06452	0,05495
A8	0,05325	0,05389	0,05556	0,06329	0,04348	0,06579	0,0578	0,05556	0,05294	0,05732	0,0597	0,05848	0,04969	0,05806	0,04396
A9	0,05325	0,05389	0,06173	0,06329	0,07246	0,06579	0,0578	0,06173	0,05882	0,05732	0,07463	0,05848	0,06211	0,06452	0,05495
A10	0,04142	0,05389	0,04321	0,05063	0,05797	0,03947	0,04624	0,04321	0,04706	0	0	0,04678	0,04348	0,03871	0,05495
A11	0,04734	0,03593	0,04938	0	0	0,01316	0,04624	0,04938	0,05294	0,05096	0,02985	0,04094	0,03727	0,03871	0,05495
A12	0,05917	0,05988	0,05556	0,03797	0,05797	0,03947	0,04624	0,04938	0,04118	0,05096	0,04478	0,04678	0,04969	0,04516	0,04945
A13	0,04734	0,0479	0,04321	0,05696	0,06522	0,05263	0,04624	0,03704	0,04706	0,04459	0,06716	0,04678	0,03727	0,03871	0,05495
A14	0,04734	0,04192	0,04321	0,06329	0,07246	0,05263	0,04046	0,04321	0,04118	0,05732	0,04478	0,05263	0,0559	0,06452	0,04945
A15	0,04734	0,0479	0,04321	0,06329	0	0,05263	0,05202	0,04938	0,04118	0,05096	0,0597	0,04678	0,04969	0,04516	0,04945
A16	0,04734	0,0479	0,04938	0,05063	0,05797	0,04605	0,04046	0,04321	0,04706	0,05096	0,05224	0,04678	0,04969	0,04516	0,04396
A17	0,04142	0,04192	0,03704	0,05696	0,06522	0,04605	0,04624	0,03704	0,04706	0,03822	0	0,04678	0,04348	0,03871	0,04945
A18	0,04734	0,0479	0,04321	0,05063	0	0,03947	0,04624	0,04321	0,04706	0,05096	0,05224	0,04678	0,04969	0,04516	0,04945
A19	0,04142	0,03593	0,03704	0,01266	0,01449	0,01316	0,03468	0,03704	0,03529	0,03822	0,04478	0,03509	0,03727	0,03871	0,04396
A20	0,04142	0,04192	0,03704	0	0	0,03289	0,04624	0,04321	0,04706	0,04459	0,0597	0,04094	0,03727	0,03871	0,03846

Bu aşamada karar matrisi normalize edilmiş, fakat alınan bazı verilerde bazı havayolu işletmelerine ait kriterlerin sayısal değeri "0" olduğu için bu kriterlere ait sayısal değerler normalizasyon işleminde de "0" çıkmıştır.

Tablo 5:Kriterlere ilişkin entropi değerleri matrisi.

Kriterle İlişkin Entropi Değerleri Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	-0,1673	-0,1574	-0,1606	-0,1747	-0,1902	-0,1674	-0,1648	-0,1606	-0,1556	-0,1639	-0,1937	-0,166	-0,1492	-0,1399	-0,1487
A2	-0,1673	-0,1574	-0,1719	-0,1632	-0,178	-0,1674	-0,1648	-0,1719	-0,1667	-0,1639	-0,1683	-0,155	-0,1612	-0,153	-0,1373
A3	-0,1562	-0,1574	-0,1486	-0,1747	-0,1902	-0,179	-0,1538	-0,1606	-0,1556	-0,1639	-0,1814	-0,155	-0,1612	-0,1653	-0,1594
A4	-0,1673	-0,1686	-0,1606	-0,1747	-0,1902	-0,179	-0,1648	-0,1719	-0,1667	-0,1754	-0,1937	-0,166	-0,1612	-0,1653	-0,1594
A5	-0,1444	-0,1574	-0,1719	-0,1747	-0,1902	-0,179	-0,1648	-0,1606	-0,1667	-0,1639	-0,1683	-0,166	-0,1726	-0,1768	-0,1487
A6	-0,1673	-0,1686	-0,1606	-0,1632	-0,178	-0,1674	-0,1538	-0,1606	-0,1556	-0,1639	0	-0,155	-0,1612	-0,1653	-0,1594
A7	-0,1444	-0,1574	-0,1719	-0,1747	-0,1902	-0,179	-0,1648	-0,1719	-0,1667	-0,1639	-0,1937	-0,155	-0,1726	-0,1768	-0,1594
A8	-0,1562	-0,1574	-0,1606	-0,1747	-0,1363	-0,179	-0,1648	-0,1606	-0,1556	-0,1639	-0,1683	-0,166	-0,1492	-0,1653	-0,1373
A9	-0,1562	-0,1574	-0,1719	-0,1747	-0,1902	-0,179	-0,1648	-0,1719	-0,1667	-0,1639	-0,1937	-0,166	-0,1726	-0,1768	-0,1594

A10	**-0,1319**	**-0,1574**	**-0,1358**	**-0,151**	**-0,1651**	**-0,1276**	**-0,1421**	**-0,1358**	**-0,1438**	**0**	**0**	**-0,1433**	**-0,1363**	**-0,1259**	**-0,1594**
A11	**-0,1444**	**-0,1195**	**-0,1486**	**0**	**0**	**-0,057**	**-0,1421**	**-0,1486**	**-0,1556**	**-0,1517**	**-0,1048**	**-0,1308**	**-0,1226**	**-0,1259**	**-0,1594**
A12	**-0,1673**	**-0,1686**	**-0,1606**	**-0,1242**	**-0,1651**	**-0,1276**	**-0,1421**	**-0,1486**	**-0,1313**	**-0,1517**	**-0,1391**	**-0,1433**	**-0,1492**	**-0,1399**	**-0,1487**
A13	**-0,1444**	**-0,1456**	**-0,1358**	**-0,1632**	**-0,178**	**-0,155**	**-0,1421**	**-0,1221**	**-0,1438**	**-0,1387**	**-0,1814**	**-0,1433**	**-0,1226**	**-0,1259**	**-0,1594**
A14	**-0,1444**	**-0,133**	**-0,1358**	**-0,1747**	**-0,1902**	**-0,155**	**-0,1298**	**-0,1358**	**-0,1313**	**-0,1639**	**-0,1391**	**-0,155**	**-0,1612**	**-0,1768**	**-0,1487**
A15	**-0,1444**	**-0,1456**	**-0,1358**	**-0,1747**	**0**	**-0,155**	**-0,1538**	**-0,1486**	**-0,1313**	**-0,1517**	**-0,1683**	**-0,1433**	**-0,1492**	**-0,1399**	**-0,1487**
A16	**-0,1444**	**-0,1456**	**-0,1486**	**-0,151**	**-0,1651**	**-0,1417**	**-0,1298**	**-0,1358**	**-0,1438**	**-0,1517**	**-0,1542**	**-0,1433**	**-0,1492**	**-0,1399**	**-0,1373**
A17	**-0,1319**	**-0,133**	**-0,1221**	**-0,1632**	**-0,178**	**-0,1417**	**-0,1421**	**-0,1221**	**-0,1438**	**-0,1248**	**0**	**-0,1433**	**-0,1363**	**-0,1259**	**-0,1487**
A18	**-0,1444**	**-0,1456**	**-0,1358**	**-0,151**	**0**	**-0,1276**	**-0,1421**	**-0,1358**	**-0,1438**	**-0,1517**	**-0,1542**	**-0,1433**	**-0,1492**	**-0,1399**	**-0,1487**
A19	**-0,1319**	**-0,1195**	**-0,1221**	**-0,0553**	**-0,0614**	**-0,057**	**-0,1166**	**-0,1221**	**-0,118**	**-0,1248**	**-0,1391**	**-0,1175**	**-0,1226**	**-0,1259**	**-0,1373**
A20	**-0,1319**	**-0,133**	**-0,1221**	**0**	**0**	**-0,1123**	**-0,1421**	**-0,1358**	**-0,1438**	**-0,1387**	**-0,1683**	**-0,1308**	**-0,1226**	**-0,1259**	**-0,1253**

Analizin bu adımında normalize edilen kriterlere ilişkin entropi değerlerinin hesaplanması için her bir alternatifin her bir kriterine ait değer kendi logaritması ile çarpılmıştır. Bu noktada önceki aşamada belirtilen sayısal değeri "0" olan ölçütler, 0'ın logaritması tanımsız olacağından işleme dahil edilmemiştir.

Tablo 6 :k sabiti.

k=1/ln(m)	**0,33381**

k sabiti bulunurken, "1/ln(m)" işlemi uygulanmıştır. m burada karar alternatifi sayısı olduğu için 1'in karar alternatifi sayısının logaritmasına bölünmesi ile bulunmuştur.

Tablo 7 :Entropi değerleri ve farklılaşma dereceleri.

ej	-0,4998	-0,4994	-0,4987	-0,4781	-0,4578	-0,4908	-0,4995	-0,4987	-0,4996	-0,4911	-0,47	-0,4997	-0,4989	-0,4979	-0,5004
dj	1,49984	1,49941	1,49874	1,47808	1,45781	1,49081	1,49954	1,49874	1,49958	1,49114	1,46998	1,49972	1,49887	1,49788	1,50036

Entropi değeri yani ej değeri bulunurken, k sabiti her bir kriterin tüm alternatifler için olan değerleri toplamı ile çarpılmıştır. Bu işlemi takiben dj değeri yani farklılaşma derecesi entropi değerinin 1'den çıkarılması ile bulunmuştur.

Tablo 8 :Kriterlerin önem ağırlıkları.

wj	0,06702	0,067	0,06697	0,06604	0,06514	0,06661	0,067	0,06697	0,067	0,06663	0,06568	0,06701	0,06697	0,06693	0,06704

Yöntemin son adımında kriterlerin önem ağırlığının bulunması için her bir kritere ait farklılaşma derecesi toplam farklılaşma derecesine bölünmüştür.

Entropi yöntemi sonuçlarına göre her bir kritere ait önem ağırlıkları bulunmuştur. Bu işlem sonucunda kriterlerin önem ağırlıkları Tablo 9'de gösterilmiştir.

Tablo 9 :Kriterlere ait önem ağırlıklarının sıralaması.

K15: İnternet Sitesi: COVID-19 Standardı Seyahat Bilgileri	**0,06704**
K1: Havaalanı: COVID-19 Gereklilikleri Hakkında Tabela	**0,06702**
K12: Kabin Personeli: COVID-19 Talimatları İçin Net Bilgilerin Verilmesi	**0,06701**

K2: Havaalanı: El Dezenfektanı Görünürlüğü Ve Kullanılabilirliği	**0,067**
K7: Kabinde Temizlik: Koltuk Arkalığı / Taban / Kolçak	**0,067**
K9: Kabinde Temizlik: Tepsi Tablası Ve Mandal	**0,067**
K3: Havaalanı: Kuyruklar: Sosyal Mesafenin Kontrolü	**0,06697**
K8: Kabinde Temizlik: Emniyet Kemeri / Toka	**0,06697**
K13: Kabin Personeli: Müşteri Sosyal Mesafesinin Kontrolü	**0,06697**
K14: Kabin Personeli: Düzenli Ve Mesafeli İnişin Sürdürülmesi	**0,06693**
K10: Tuvalet Kullanımı / Kuyruğa Alma İle İlgili Talimatlar	**0,06663**
K6: Uçuş: Yüz Maskelerinin Kullanılabilirliği Ve Yedeklerinin Oluşu	**0,06661**
K4: Uçuş: Uçağa Binişte / Koltukta Sağlanan El Dezenfektanı	**0,06604**
K11: Tuvalet El Dezenfektanı Mevcudiyeti	**0,06568**
K5: Uçuş: Uçağa Binişte / Koltukta Sağlanan Koltuk / Masa Dezenfektanı	**0,06514**

Entropi yöntemi ile ağırlıklandırma işlemi tamamlanarak kriterlere ilişkin önem ağırlıkları tespit edilmiştir. uygulamanın sonraki adımında Topsis yöntemi, önem ağırlıkları bulunan kriter değerleri üzerinde uygulanacaktır.

Tablo 10 :Entropi tabanlı topsis karar matrisi.

Entropi Tabanlı Topsis Karar Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	5	4,5	4,5	5	5	4,5	5	4,5	4,5	4,5	5	5	4	3,5	4,5
A2	5	4,5	5	4,5	4,5	4,5	5	5	5	4,5	4	4,5	4,5	4	4
A3	4,5	4,5	4	5	5	5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	5
A4	5	5	4,5	5	5	5	5	5	5	5	5	5	4,5	4,5	5
A5	4	4,5	5	5	5	5	5	4,5	5	4,5	4	5	5	5	4,5
A6	5	5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	4,5	0	4,5	4,5	4,5	5
A7	4	4,5	5	5	5	5	5	5	5	4,5	5	4,5	5	5	5
A8	4,5	4,5	4,5	5	3	5	5	4,5	4,5	4,5	4	5	4	4,5	4
A9	4,5	4,5	5	5	5	5	5	5	5	4,5	5	5	5	5	5
A10	3,5	4,5	3,5	4	4	3	4	3,5	4	0	0	4	3,5	3	5
A11	4	3	4	0	0	1	4	4	4,5	4	2	3,5	3	3	5
A12	5	5	4,5	3	4	3	4	4	3,5	4	3	4	4	3,5	4,5
A13	4	4	3,5	4,5	4,5	4	4	3	4	3,5	4,5	4	3	3	5
A14	4	3,5	3,5	5	5	4	3,5	3,5	3,5	4,5	3	4,5	4,5	5	4,5
A15	4	4	3,5	5	0	4	4,5	4	3,5	4	4	4	4	3,5	4,5
A16	4	4	4	4	4	3,5	3,5	3,5	4	4	3,5	4	4	3,5	4
A17	3,5	3,5	3	4,5	4,5	3,5	4	3	4	3	0	4	3,5	3	4,5
A18	4	4	3,5	4	0	3	4	3,5	4	4	3,5	4	4	3,5	4,5
A19	3,5	3	3	1	1	1	3	3	3	3	3	3	3	3	4
A20	3,5	3,5	3	0	0	2,5	4	3,5	4	3,5	4	3,5	3	3	3,5

Elimizde bulunan sayısal değerler ile düzenlenmiş verilerimiz topsis yönteminin uygulanması için yeniden karar matrisi haline getirilmiştir.

Tablo 11 :Normalize edilmiş karar matrisi.

Normalize Karar Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	0,262522	0,238583	0,244949	0,262071	0,282166	0,252149	0,256074	0,244949	0,234579	0,247811	0,300965	0,259325	0,219281	0,198069	0,220102
A2	0,262522	0,238583	0,272166	0,235864	0,25395	0,252149	0,256074	0,272166	0,260643	0,247811	0,240772	0,233393	0,246691	0,226365	0,195646
A3	0,23627	0,238583	0,217732	0,262071	0,282166	0,280166	0,230466	0,244949	0,234579	0,247811	0,270868	0,233393	0,246691	0,25466	0,244558
A4	0,262522	0,265093	0,244949	0,262071	0,282166	0,280166	0,256074	0,272166	0,260643	0,275345	0,300965	0,259325	0,246691	0,25466	0,244558
A5	0,210018	0,238583	0,272166	0,262071	0,282166	0,280166	0,256074	0,244949	0,260643	0,247811	0,240772	0,259325	0,274101	0,282956	0,220102
A6	0,262522	0,265093	0,244949	0,235864	0,25395	0,252149	0,230466	0,244949	0,234579	0,247811	0	0,233393	0,246691	0,25466	0,244558
A7	0,210018	0,238583	0,272166	0,262071	0,282166	0,280166	0,256074	0,272166	0,260643	0,247811	0,300965	0,233393	0,274101	0,282956	0,244558
A8	0,23627	0,238583	0,244949	0,262071	0,1693	0,280166	0,256074	0,244949	0,234579	0,247811	0,240772	0,259325	0,219281	0,25466	0,195646
A9	0,23627	0,238583	0,272166	0,262071	0,282166	0,280166	0,256074	0,272166	0,260643	0,247811	0,300965	0,259325	0,274101	0,282956	0,244558
A10	0,183766	0,238583	0,190516	0,209657	0,225733	0,1681	0,204859	0,190516	0,208514	0	0	0,20746	0,191871	0,169774	0,244558
A11	0,210018	0,159056	0,217732	0	0	0,056033	0,204859	0,217732	0,234579	0,220276	0,120386	0,181528	0,164461	0,169774	0,244558
A12	0,262522	0,265093	0,244949	0,157243	0,225733	0,1681	0,204859	0,217732	0,18245	0,220276	0,180579	0,20746	0,219281	0,198069	0,220102
A13	0,210018	0,212074	0,190516	0,235864	0,25395	0,224133	0,204859	0,163299	0,208514	0,192742	0,270868	0,20746	0,164461	0,169774	0,244558
A14	0,210018	0,185565	0,190516	0,262071	0,282166	0,224133	0,179252	0,190516	0,18245	0,247811	0,180579	0,233393	0,246691	0,282956	0,220102
A15	0,210018	0,212074	0,190516	0,262071	0	0,224133	0,230466	0,217732	0,18245	0,220276	0,240772	0,20746	0,219281	0,198069	0,220102
A16	0,210018	0,212074	0,217732	0,209657	0,225733	0,196116	0,179252	0,190516	0,208514	0,220276	0,210675	0,20746	0,219281	0,198069	0,195646
A17	0,183766	0,185565	0,163299	0,235864	0,25395	0,196116	0,204859	0,163299	0,208514	0,165207	0	0,20746	0,191871	0,169774	0,220102
A18	0,210018	0,212074	0,190516	0,209657	0	0,1681	0,204859	0,190516	0,208514	0,220276	0,210675	0,20746	0,219281	0,198069	0,220102
A19	0,183766	0,159056	0,163299	0,052414	0,056433	0,056033	0,153644	0,163299	0,156386	0,165207	0,180579	0,155595	0,164461	0,169774	0,195646
A20	0,183766	0,185565	0,163299	0	0	0,140083	0,204859	0,190516	0,208514	0,192742	0,240772	0,181528	0,164461	0,169774	0,171191
wj	0,067016	0,066996	0,066966	0,066043	0,065137	0,066612	0,067002	0,066966	0,067004	0,066627	0,065681	0,06701	0,066972	0,066928	0,067039

Topsis yönteminin birinci adımında karar matrisinde bulunan değerler, her bir kriter tüm alternatifler için o kriterin kareleri toplamına bölünerek normalizasyon işlemi gerçekleştirilmiştir.

Tablo 12 :Ağırlıklandırılmış normalize karar matrisi.

Ağırlıklı Normalize Karar Matrisi															
	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14	K15
A1	0,017593	0,015984	0,016403	0,017308	0,01838	0,016796	0,017158	0,016403	0,015718	0,016511	0,019768	0,017377	0,014686	0,013256	0,014755
A2	0,017593	0,015984	0,018226	0,015577	0,016542	0,016796	0,017158	0,018226	0,017464	0,016511	0,015814	0,01564	0,016521	0,01515	0,013116
A3	0,015834	0,015984	0,014581	0,017308	0,01838	0,018662	0,015442	0,016403	0,015718	0,016511	0,017791	0,01564	0,016521	0,017044	0,016395
A4	0,017593	0,01776	0,016403	0,017308	0,01838	0,018662	0,017158	0,018226	0,017464	0,018345	0,019768	0,017377	0,016521	0,017044	0,016395
A5	0,014074	0,015984	0,018226	0,017308	0,01838	0,018662	0,017158	0,016403	0,017464	0,016511	0,015814	0,017377	0,018357	0,018938	0,014755
A6	0,017593	0,01776	0,016403	0,015577	0,016542	0,016796	0,015442	0,016403	0,015718	0,016511	0	0,01564	0,016521	0,017044	0,016395
A7	0,014074	0,015984	0,018226	0,017308	0,01838	0,018662	0,017158	0,018226	0,017464	0,016511	0,019768	0,01564	0,018357	0,018938	0,016395
A8	0,015834	0,015984	0,016403	0,017308	0,011028	0,018662	0,017158	0,016403	0,015718	0,016511	0,015814	0,017377	0,014686	0,017044	0,013116
A9	0,015834	0,015984	0,018226	0,017308	0,01838	0,018662	0,017158	0,018226	0,017464	0,016511	0,019768	0,017377	0,018357	0,018938	0,016395
A10	0,012315	0,015984	0,012758	0,013846	0,014704	0,011197	0,013726	0,012758	0,013971	0	0	0,013902	0,01285	0,011363	0,016395
A11	0,014074	0,010656	0,014581	0	0	0,003732	0,013726	0,014581	0,015718	0,014676	0,007907	0,012164	0,011014	0,011363	0,016395
A12	0,017593	0,01776	0,016403	0,010385	0,014704	0,011197	0,013726	0,014581	0,012225	0,014676	0,011861	0,013902	0,014686	0,013256	0,014755
A13	0,014074	0,014208	0,012758	0,015577	0,016542	0,01493	0,013726	0,010936	0,013971	0,012842	0,017791	0,013902	0,011014	0,011363	0,016395
A14	0,014074	0,012432	0,012758	0,017308	0,01838	0,01493	0,01201	0,012758	0,012225	0,016511	0,011861	0,01564	0,016521	0,018938	0,014755
A15	0,014074	0,014208	0,012758	0,017308	0	0,01493	0,015442	0,014581	0,012225	0,014676	0,015814	0,013902	0,014686	0,013256	0,014755
A16	0,014074	0,014208	0,014581	0,013846	0,014704	0,013064	0,01201	0,012758	0,013971	0,014676	0,013837	0,013902	0,014686	0,013256	0,013116
A17	0,012315	0,012432	0,010936	0,015577	0,016542	0,013064	0,013726	0,010936	0,013971	0,011007	0	0,013902	0,01285	0,011363	0,014755
A18	0,014074	0,014208	0,012758	0,013846	0	0,011197	0,013726	0,012758	0,013971	0,014676	0,013837	0,013902	0,014686	0,013256	0,014755
A19	0,012315	0,010656	0,010936	0,003462	0,003676	0,003732	0,010295	0,010936	0,010478	0,011007	0,011861	0,010426	0,011014	0,011363	0,013116
A20	0,012315	0,012432	0,010936	0	0	0,009331	0,013726	0,012758	0,013971	0,012842	0,015814	0,012164	0,011014	0,011363	0,011476

Uygulamanın bu adımında normalize edilmiş kriterlere ait değerler her bir alternatif için entropi yöntemiyle elde edilen kriterlerin önem derecelerinden ilgili kritere ait olan değer ile çarpılarak ağırlıklandırılmız normalize karar matrisi elde edilmiştir.

Tablo 13 :İdeale en yakın ve en uzak değerler.

A+	0,017593	0,01776	0,018226	0,017308	0,01838	0,018662	0,017158	0,018226	0,017464	0,018345	0,019768	0,017377	0,018357	0,018938	0,016395
A-	0,012315	0,010656	0,010936	0	0	0,003732	0,010295	0,010936	0,010478	0	0	0,010426	0,011014	0,011363	0,011476

Ağırlıklandırılan normalize karar matrisinde bulunan değerlerden her kriter için tüm alternatiflere ait değerler arasından ilgili kriterin bulunduğu sütundaki en büyük değer ideale en yakın değer, sütundaki en küçük değer ise ideale en uzak değer olarak belirlenmiştir. Bu noktada bilmemiz gereken çalışmamızda ki tüm kriterlerin maksimizasyon yönlü olduğudur. Eğer çalışmamızda minimizasyon yönlü bir kriter olsaydı o kriter için ideale en yakın değer en küçük değer olacaktı.

Tablo 14 : İdeal ve negatif ideal çözüme olan uzaklıklar.

	Si+	**Si-**	**Ci***
A1	0,008255	0,041691	0,834726
A2	0,007968	0,039276	0,831339
A3	0,00679	0,041247	0,858653
A4	0,003206	0,044497	0,932794
A5	0,006367	0,041997	0,86835
A6	0,020654	0,035575	0,632677
A7	0,004682	0,043818	0,903465
A8	0,010808	0,03793	0,778246
A9	0,003101	0,044164	0,934395
A10	0,031986	0,023713	0,425732
A11	0,035456	0,01934	0,35294
A12	0,017593	0,0302	0,631896
A13	0,017604	0,034675	0,66327
A14	0,015601	0,03634	0,699633
A15	0,023236	0,031499	0,575478
A16	0,016761	0,031323	0,651424
A17	0,027773	0,02789	0,50105
A18	0,024969	0,027213	0,521504
A19	0,034613	0,01703	0,32976
A20	0,03311	0,021905	0,398157

Topsis yönteminin sonraki adımında ideal çözüme olan uzaklığın hesaplandığı formül kullanılarak her bir alternatife ait kriterlerin değerlerinden ideale en yakın değerin çıkarılması

ve sonucun karesinin alınması ve bu değerlerin toplanarak 0,5'inci kuvvetinin uygulanması ile ideal çözüme olan uzaklığı ve yine her bir alternatife ait kriterlerin değerlerinden ideale en uzak değerin çıkarılarak karesinin alınması ve bu değerlerin toplamının 0,5'inci kuvvetinin alınmasıyla negatif ideal çözüme olan uzaklığı hesaplanmıştır.

Yöntemin son adımında ise negatif ideal çözüme olan uzaklık değerlerinin ideal çözüme olan uzaklık değerleri ve negatif ideal çözüme olan uzaklık değerlerinin toplamına bölünmesiyle her bir alternatifin ideal çözüme olan göreli yakınlıkları bulunmuştur. Bulunan bu yakınlık değerlerine göre alternatiflerin sıralaması Tablo 15'te gösterilmiştir.

Tablo 15: Havayolu işletmelerinin entropi tabanlı topsis analizine göre sıralaması.

A9 :SingaporeAirlines	0,934395	**1**
A4 :AirBaltic	0,932794	**2**
A7 : Japan Airlines	0,903465	**3**
A5 : ANA AllNipponAirways	0,86835	**4**
A3 :Air France	0,858653	**5**
A1 :Aeroflot Russian Airlines	0,834726	**6**
A2 :Air Astana	0,831339	**7**
A8 :QatarAirways	0,778246	**8**
A14 : British Airways	0,699633	**9**
A13 :TurkishAirlines	0,66327	**10**
A16 : American Airlines	0,651424	**11**
A6 :GulfAir	0,632677	**12**
A12 : Lufthansa	0,631896	**13**
A15 : Emirates	0,575478	**14**
A18 :FinnAir	0,521504	**15**
A17 :İndiGo	0,50105	**16**
A10 : KLM RoyalDutchAirlines	0,425732	**17**
A20 :WizzAir	0,398157	**18**
A11 :RyanAir	0,35294	**19**
A19 : Pegasus	0,32976	**20**

Uygulamanın sonuna geldiğimizde, öncelikle topladığımız ve sayısal değerlere dönüştürdüğümüz veriler üzerinde entropi yöntemi uygulanmış, bu yönteme göre kriterlerin önem dereceleri bulunmuştur. Daha sonra yine aynı verilere önem derecesi değerleri ile topsis yöntemi uygulanarak küresel hava sahasında faaliyet gösteren havayolu işletmelerinin tercih edilebilirlik sıralaması oluşturulmuştur. Çalışmaya göre Covid-19 güvenlik performansı en yüksekten en düşüğe olmak üzere havayolu işletmeleri yukarıdaki tabloda gösterilmiştir.

Sonuçlar ve Öneriler

Havacılık sektörü küresel anlamda gerçekleşme ihtimali olan her krizden kolaycaetkilenebilmektedir. Endüstrinin geçmişten günümüze birçok krizden ve küresel olaydan etkilendiğini söylememiz kaçınılmaz olacaktır. Günümüzde havacılık endüstrisinin özelikle havayolu ulaştırma sektörü özelinde Covid-19 pandemisinden önemli derecede etkilendiğini söyleyebiliriz. Covid-19 salgını ve sonucunda yaşanılan pandeminin üretim, ticaret ve turizm faaliyetleri üzerinde yaratmış olduğu baskı ve olumsuzluklar havacılık sektörü

üzerinde olumsuz etkiler yaratmış, hükümetler, havacılık otoriteleri ve havayolu işletmelerini bu krizle mücadele kapsamında belirli tedbirler ve uygulamalar oluşturma eğilimi göstermiştir.

Yapılan bu araştırmada havayolu işletmelerine ait Covid-19 güvenlik performanslarının entropi tabanlı topsis yöntemi ile analizi yapılmış, uygulama sonuçlarına göre bir liste hazırlanmış bu listeye göre; havayolu işletmeleri Covid-19 salgını ile mücadele kapsamında gösterdikleri güvenlik performanslarına göre sıralamaya tabii tutulmuştur. Uygulama sonuçları baz alınarak Covid-19 salgını ve pandemisine karşı aldıkları tedbirler ile tercih edilebilirlik sıralamasının birinci sırasında çok yüksek bir skor ile SingaporeAirlines bulunmaktadır. AirBaltic ve Japan Airlines, SingaporeAirlines'ı takip ederken bayrak taşıyıcı firmamız TurkishAirlines listenin 10. sırasında yer almıştır. Tercih sıralaması listesinin son kısmını düşük maliyetli havayolu işletmeleri oluştururkenülkemizde faaliyet gösteren Pegasus listenin son basamağında yer almaktadır.

Bu çalışmamız ve çalışmamıza bağlı olarak uygulama literatürde Covid-19 güvenlik performanslarının incelendiği ilk çalışma olması sebebi ile gelecek çalışmalara ışık olması hedeflenmiştir. Aynı zamanda çalışmamızın özgünlüğü tercih sıralamasında alt sıralarda bulunan havayolu işletmeleri için düzenleme fırsatı oluşturmakta listenin üst sırasında yer alan havayolu işletmelerini kendilerine referans alarak iyileştirmeler yapmaları ve güvenlik performanslarını arttırmaları açısından bu çalışmaya kılavuz niteli katmakta ve büyük önem yüklemektedir.

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Presenteeism ve İş Tatminine İlişkin (Web of Science ve Scopus) Yapılan Çalışmaların Bibliyometrik Analizi

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ÖZET

Presenteeism, işletmelerde gizli mali kayıplara neden olan negatif örgütsel bir fenomen olarak karşımıza çıkmaktadır. Zıttı olarak ortaya çıkan absenteeism (devamsızlık) bile işletmelerde presenteeismden daha az mali kayıplara neden olmaktadır. Bu durum uluslararası literatürde niceliksel çalışmalarla ispatlanmıştır (Johns, 2010). Özellikle finansal krizlerin yaşandığı günümüzde makro ekonomik olarak konuya eğilimin artmasının önemi oldukça yüksektir. Presenteeism, kısaca hasta iken işe gitmek olarak ifade edilebilir. Hizmet sektöründe önemli bir alt sektör olarak otel işletmelerinde çalışanların ve yöneticilerin konu üzerine farkındalıkları turizm sektörünün makroekonomik etkilerini pozitif yöne taşıyacaktır. İşletmeler açısından motivasyon ve iş tatmini konuları 1945'lerden bu yana Neo-Klasik Yönetim yaklaşımları ile organizasyon yapılarında oldukça önemli kavramlardandır. İşletme verimliliğini artıran başarılı bir sosyal sistem içinde çalışanların tatmin düzeyidir. Presenteeism, işletmelerde maddi kayıplara yol açan negatif bir örgütsel davranıştır. Gönüllü ya da zorunlu nedenlerden dolayı hastalık halinde işe devamı kabul eden birey, işletme için gizli maliyet yaratmaktadır. Bu durumun neden ve sonuçları kültür ekseninde değiştiği gibi gönüllülük ve zorunluluk esasına bağlı olarak da değişmektedir. Maliyet kayıplarının önüne geçmek amacıyla davranışın neden ve sonuçlarının tespit edilmesi önem taşımaktadır. Bu araştırmanın amacı presenteeism ve iş tatmini alanında yazın taraması yaparak bu iki kavram hakkında bilgi vermek ve gelecekte yapılacak çalışmalara yol gösterici nitelikle bulgulara ulaşmaktır. Bu araştırma ile presenteeism ile iş tatmini arasında yapılan Web of Science (WoS) ve Scopus veri tabanında yayınlanmış akademik araştırmaların bibliyometrik analizinin sonuçları sunulmaktadır. Veriler Vosviewer programı kullanılarak analiz edilmiştir.

Anahtar Kelimeler: İş Tatmini, Presenteeism, Bibliyometrik Analiz, Vosviewer

Bibliometric Analysis of Studies on Presenteeism and Job Satisfaction (Web of Science and Scopus)

ABSTRACT

Presenteeism emerges as a negative organizational phenomenon that causes hidden financial losses for businesses. Even absenteeism, which appears to be its opposite, causes fewer financial losses in businesses than presenteeism. This has been proven by quantitative studies in the international literature (Johns, 2010). Especially in today's world where financial crises are experienced, the importance of increasing the tendency toward the subject in terms of macroeconomics is very high. Presenteeism can be briefly expressed as going to work while sick. As an important sub-sector in the service sector, the awareness of the employees and managers in the hotel enterprises on the subject will carry the macroeconomic effects of the tourism sector in a positive direction. In terms of businesses, motivation and job satisfaction are very important concepts in organizational structures with Neo-Classical Management approaches since 1945. It is the level of satisfaction of employees within a successful social system that increases business efficiency. Presenteeism is a negative organizational behavior that leads to financial

losses for businesses. The individual who accepts to continue to work in case of illness due to voluntary or compulsory reasons creates hidden costs for the business. The causes and consequences of this situation change on the axis of culture as well as on the basis of voluntariness and necessity. It is important to determine the causes and consequences of the behavior in order to prevent cost losses. The aim of this research is to provide information about these two concepts by scanning the literature in the fields of presenteeism and job satisfaction and to reach findings that will guide future studies. The data were analyzed using the Vosviewer program.
Keywords: Job Satisfaction, Presenteeism, Bibliometric Analysis, Vosviewer.

GİRİŞ

Presenteeism, bir sağlık durumunun makul bir şekilde devamsızlık için mazeret teşkil edebileceği durumlarda işe fiziksel olarak katılma davranışıdır (Robertson ve Cooper, 2011) ve çoğu araştırma kronik koşullara odaklanır (Miraglia ve Johns, 2016). Kavramsal olarak, presenteeism hastalık sırasında üretkenliği olumsuz yönde etkilemelidir. İşe hasta gelen çalışanlar, fiziksel olarak işyerinde olmasına rağmen, çalışma yeteneği ve motivasyonu açısından hepsi orada sayılmaz (Christian ve diğerleri, 2011; Demeroutiet diğerleri, 2009; Johns, 2010; Luksyte ve diğerleri, 2015; Nahrgang ve diğerleri, 2011; Canfield ve Soash, 1955). Araştırmalar, presenteeism'in bireysel sağlık ve örgütsel üretkenlik üzerindeki olumsuz etkisi nedeniyle önemli olduğunu göstermektedir (Skagen ve Collins, 2016); Hemp, 2004). Sağlıkta üretkenlik kaybı, hastalık devamsızlığı ve işte var olmamayı içerir (Koopmanschap, Burdorf, Jacob, Meerding, Brouwer ve Severens, 2005). Presenteeism, hastalık devamsızlığından çok daha fazla üretkenlik kaybına yol açar ve profesyonel insanlar arasındaki çalışma verimsizliğinin ana modudur (Goetzel, Long, Ozminkowski, Hawkins, Wang ve Lynch, 2004). ABD'de yapılan araştırmalar, presenteeism'in hastalık izninden daha fazla üretkenlik kaybıyla sonuçlandığını göstermektedir (Collins, Baase, Sharda, Ozminkowski, Nicholson, Billotti ve Berger, 2005). Hasta olan çalışanlar daha fazla hata yapma eğilimindedir ve daha düşük performans ve üretkenlik seviyelerine sahiptir (Niven ve Ciborowska, 2015). Araştırmalar, hastayken işe gelmenin çalışanların iş performansına zarar verebileceğini gösteriyor (Miraglia ve Johns, 2016). Presenteeism daha önce iş performansındaki düşüşlerle ilişkilendirilmiştir (Letvak, Ruhm ve Gupta, 2012). Lohaus ve Habermann'a göre, presenteeism iki temel yaklaşımda incelemiştir. Amerikan perspektifinden bu değişken, bir kişinin sağlık sorunları nedeniyle iş verimliliğinin kaybı olarak anlaşılmaktadır. Öte yandan, Avrupa bakış açısına göre, çalışanların sağlık durumu ideal olmadığında evde kalmaları daha iyi olduğunda bile işe devam etmelerine odaklanmaktadır. Hastayken örgüt içerisinde bulunan işgörenlerden, optimal sağlıklı olduğunda elde edilenden daha düşük kalitede iş çıktıları elde edilmektedir (Gifford & Jinnett, 2014) ve bu durum da iş tatminsizliğine neden olmaktadır. Presenteeism, baskı altında yapılan bir seçim ve çalışma kapasitesinin azalması olarak görülebildiği gibi, iş tatmininin azalmasıyla da sonuçlanabilir (Karanika-Murra, Pontes, Griffiths ve Biron, 2015). Bu bağlamda presenteeism ve iş tatmini arasında olumsuz bir ilişki bulunduğu görülmektedir (Baker-McClearn et al., 2010; Cho, Park, Lee, Min, & Baek, 2016; Karanika-Murray et al., 2015; Lu, Lin, & Cooper, 2013). Presenteeism'in olumsuz etkisi sadece birey üzerinde değil, tüm örgüt üzerindedir.

TEORİK ÇERÇEVE

Hasta iken işe gitme olarak ifade edilen presenteeism kavramı Koopman vd. (2002) tarafından geliştirilen Standford Ölçeği ve Türkçe uyarlaması yapılan (Anık Baysal, 2012) ölçek hasta iken işe gelen çalışanın verimliliği üzerine odaklanmaktadır. Sağlık ve verimlilik ölçeği olarak da geçen Standford Presenteeism Ölçeği presenteeism tespiti için en sık kullanılan ölçektir. Hasta iken işe gelme eğilimi (Johns, 2010) olarak kısaca özetlenebilecek kavram A. Uris tarafından absenteeism (işe devamsızlık) kavramının zıttı olarak sözlükte karşılığı olmayan bir

kelime olarak türetilmiştir. Kavram fiziksel ya da psikolojik sağlık sorunları olmasına rağmen bireyin çeşitli (bireysel/örgütsel) nedenlerle işe devam etmeye karar vermesini ifade etmektedir (Johns, 2010). Presenteeismin, absenteeisme göre 3 kat daha maliyetli olduğu çalışmalarca tespit edilmiştir (Hemp, 2004). İşletmelere maliyeti yüksek olan bu kavram bireyin performansı üzerine doğrudan etkilidir. Varlığı bireysel performansı düşürmekte ve örgütsel verimliliği azaltmaktadır.

Presenteeism, örgütsel ve bireysel nedenlerden kaynaklanabilmektedir (Koçoğlu, 2007). Örgütsel ve bireysel nedenlerle bireyin hasta iken işe devam etmesinin kararı (Johns, 2010) olumlu ve olumsuz çıktılara neden olabilir. İşletmede verimlilik düşüşü haricinde toplum sağlığı üzerine olumsuz etkileri de bulunmaktadır. Aynı zamanda bireysel olumsuz sonuçları arasında tükenmişlik de önemli sonuçlardandır. Presenteeism kararı alım sürecinde birey gönüllü ya da zorunlu olarak işe devam etmeyi tercih edebilir. Bu noktada bireyi karar alma sürecinde motive eden faktörlerin tespit edilmesi de bu araştırmanın bir parçasıdır.

Yücel (2020) tarafından konaklama işletmelerinde çalışanlar üzerine yapılan çalışmada iş tatmini ile presenteeism arasında negatif yönlü ilişki tespit edilmiştir. Minnesota İş Tatmini Ölçeği ve Stanford Presenteeism Ölçeği ile presenteeism ve içsel/dışsal tatmin arasında (iki boyut için) negatif yönde ilişki içsel ve dışsal tatmin arttıkça presenteeismin azaldığı bulgulanmıştır. Araştırma, iş tatmini ve presenteeism arasında sınırlı sayıda araştırmayı da destekler nitelikte bulguları destekler niteliktedir (Haque, 2015; Karanika-Murray vd., 2015). Haque (2015) tarafından iş tatmini, presenteeism ve işten ayrılma niyeti değişkenleri arasındaki ilişkinin tespit edilmesi üzerine yapılan çalışmada, presenteeism ile iş tatmini arasında negatif bir ilişki tespit edilmiştir. Karanika-Murray vd. (2015) tarafından 158 ofis çalışanı örneklemi ile yapılan çalışmada presenteeism ile iş tatmini arasında negatif yönlü ilişki tespit edilmiştir.

YÖNTEM

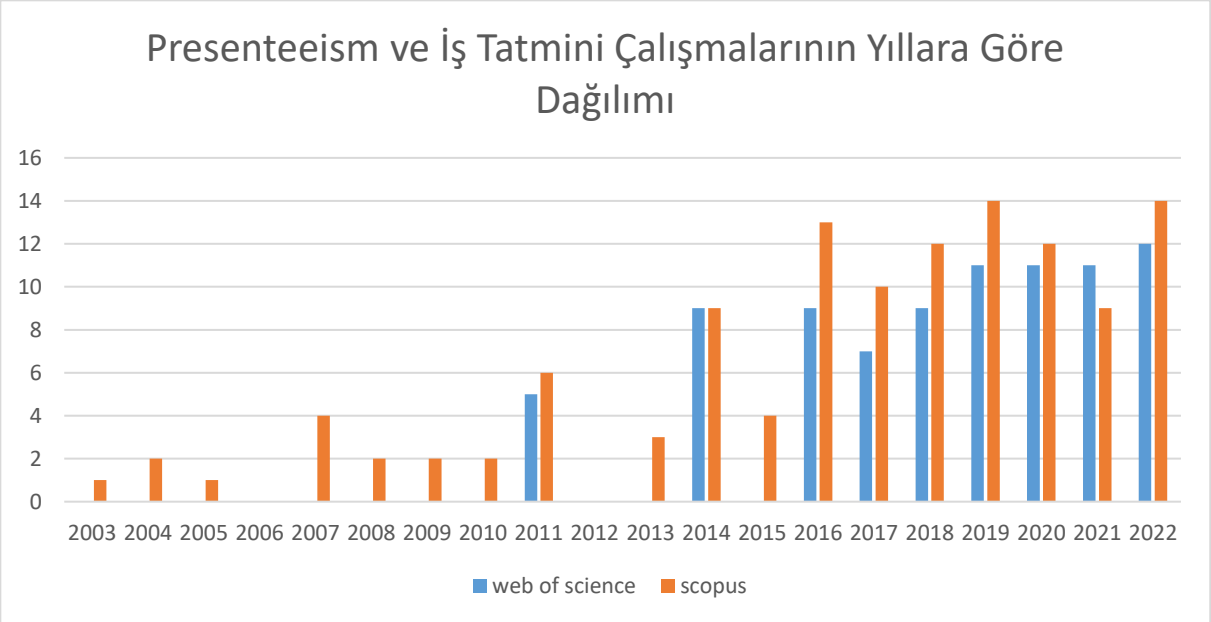
Çalışmada veri analizi tekniği olarak bibliyometrik analiz kullanılmıştır. Bibliyometrik analiz, belirli bir alandaki araştırma performansını nicel olarak ölçmek için literatür ölçütlerini veya göstergelerini kullanan güçlü bir araçtır (Deng, Wang, Chen ve Wang, 2020). Bibliyometrik analiz, araştırmacıyı en etkili eserlere yönlendirerek araştırma alanını öznel önyargı olmadan haritalayarak, literatürü bir bütün olarak gösteren tekniktir (Zupic ve Cater, 2014). Araştırmacıların temel okuma yapabileceği eserleri, kurumları, yazarları, ülkeleri, en fazla atıf alan makaleleri daha araştırmaya başlamadan önce öğrenebilmesi için önemli bir kolaylık sağlamaktadır (Kurutkan ve Orhan, 2018).

Çalışmanın amacı, preseenteism ve iş tatmini hakkında alan yazın taraması yaparak bu kavramlar hakkında bilgi vermek ve gelecekte yapılacak çalışmalara yol gösterici nitelikle bulgulara ulaşmaktır. Bu bağlamda preseenteism ve iş tatmini yönelik araştırmaların bibliyometrik analizini yapabilmek ve görselleştirebilmek için "VOSviewer" adlı görselleştirme programı kullanılmıştır. VOSviewer, bilimsel yayınlar, bilimsel dergiler, araştırmacılar, araştırma kuruluşları, ülkeler, anahtar kelimeler veya terimlerden oluşan ağlar oluşturmak için kullanılabilir (Kurutkan ve Orhan, 2018). VOSviewer yazılımıyla haritalı bir şekilde literatür resmedilmeye çalışılmaktadır.

Bu çalışmada kullanılan veri setleri "web of science (WOS)" ve "scopus" veri tabanlarından elde edilmiştir. Web of science ve scopus dünyada yayınlanan bilimsel çalışmaları veri tabanlarında tutan ve bu çalışmaların analiz edilmesine imkân veren kapsamlı araçlardır (Zupic ve Cater, 2014). Bilimsel yayınların başlık ve anahtar kelime kısmına "preseenteism ve iş tatmini" yazılarak WOS ve Scopus'da, 2003 ile 12 Haziran 2023 tarihine kadar yayınlanan çalışmalar analize dahil edilmiştir. WOS da 123 adet yayın yapıldığı, Scopus'da ise 158 adet yayın yapıldığı görülmektedir. Ancak çalışmaların arama kriterlerine dil filtrelemesi (İngilizce) ve yayın türü olarak makale kısıtlaması ile yayın sayısı WOS'da 110, Scopus da ise 134 adede inmiştir ve analize bu çalışmalar dahil edilmiştir. Çalışmanın sınırlılığını WOS ve Scopus veri tabanında yayınlanan İngilizce makaleler oluşturmaktadır. Her iki veri tabanında Türkçe bir çalışmaya ulaşılmamıştır.

BULGULAR VE TARTIŞMA

Web of Science ve Scopus veri tabanlarında presenteeism ve iş tatminine ilişkin çalışmaların yıllara göre dağılımını içeren Şekil 1 incelendiğinde ilk çalışmaların Scopus veri tabanında 2003 yılında yayımlandığı görülmektedir.



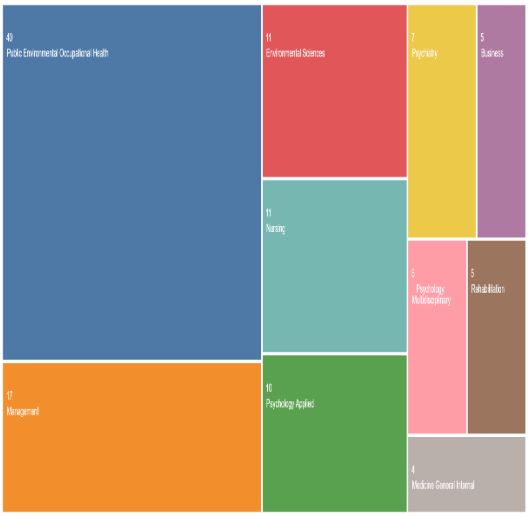
Şekil 1: Preseenteism-İş tatminine İlişkin Çalışmaların Yıllara Göre Dağılımı

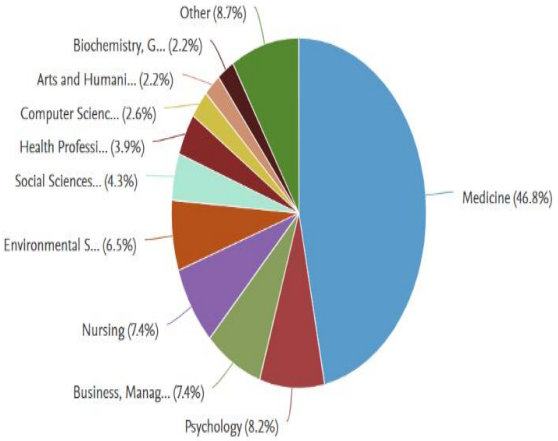
Scopus veri tabanındaki çalışmalar incelendiğinde 2006 ve 2012 yılında hiç çalışma yapılmadığı görülmektedir 2015 yılı itibari ile presenteeism ve iş tatminine ile ilgili çalışmalarda yıllar içinde artış olduğu ve 2022 yılında en fazla yayım yapıldığı görülmektedir. Web of Science veri tabanında ise ilk çalışmanın 2011 yılında yayımlandığı görülmektedir. 2012, 2013 ve 2015 yıllında konuyla ilgili çalışma yapılmadığı görülmektedir. 2017 yılı itibari ile çalışmalarda artış olduğu görülmektedir. Yıllara göre WOS'daki çalışmalar incelendiğinde presenteeism ve iş tatminine ile ilgili 2022yılında en fazla yayım yapıldığı görülmektedir. Yıllar

içerisinde araştırma sayılarının artmış olması konunun bilim insanları tarafından farkındalığının arttığını göstermektedir.

Çalışma Alanlarının Kategorileşmesi

Aşağıda Şekil 2 ve Şekil 3'de presenteeism ve iş tatmini konusunda yayımlanan çalışmaların kategorileri incelenmiştir.





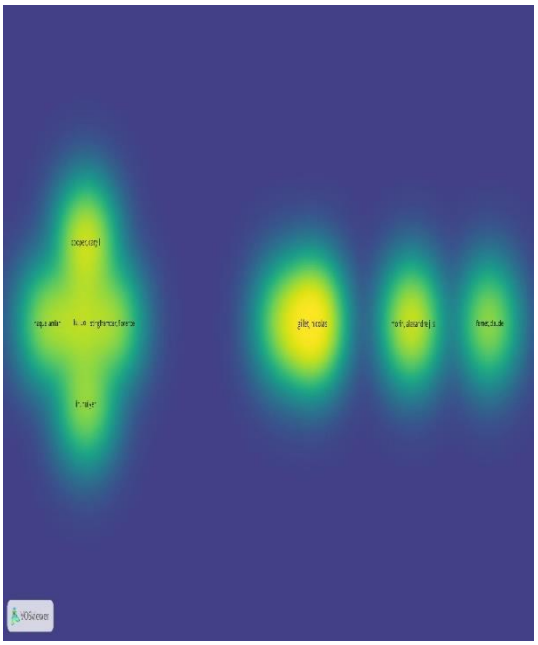
Şekil 2: WOS Preseenteism-İş tatmine İlişkin Yayınlanan Çalışmaların Konu Alanları

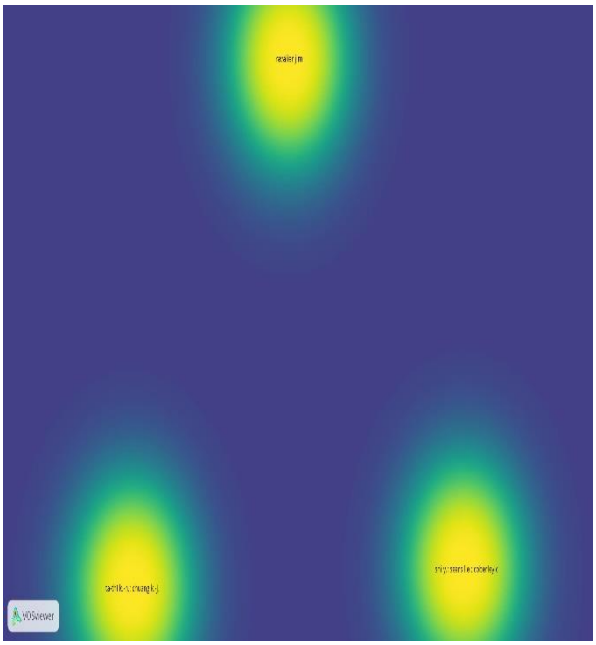
Şekil 3: Scopus Preseenteism-İş tatminine

WOS'da halk sağlığı, iş sağlığı, yönetim, çevre bilimleri, hemşirelik ve psikoloji alanında yayımlanan çalışmaların fazla olduğu tespit edilmiştir. Scopus veri tabanında ise sağlık, psikoloji, yönetim, işletme, hemşirelik ve çevre bilimleri konularının sıklıkla çalışıldığı sonucuna ulaşılmıştır.

Yazarların Haritalanması

Şekil 4 ve Şekil'de presenteeism ve iş tatmini konusunda yayın yapan yazarlar arasındaki ilişki bağının yoğunluk haritası gösterilmektedir.





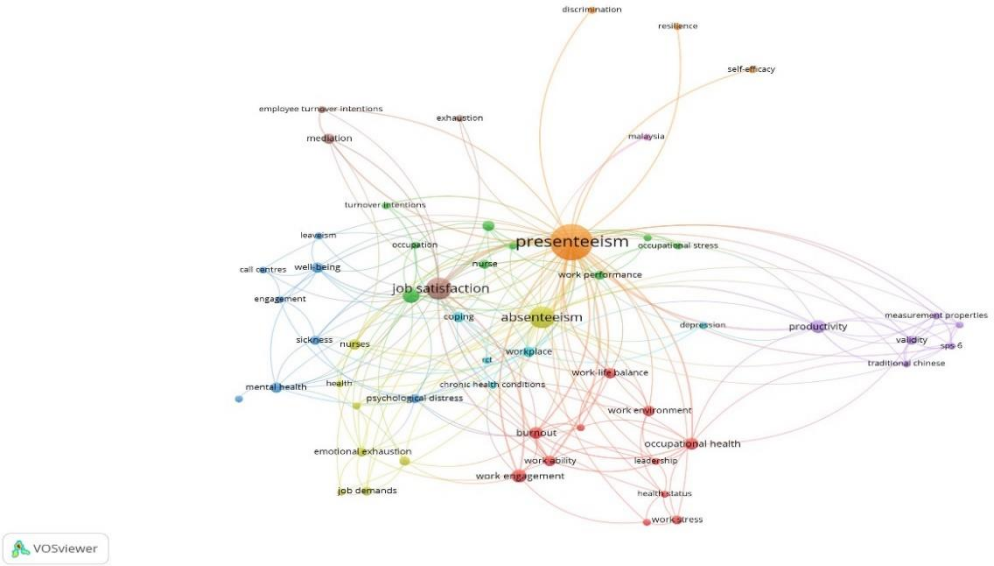
Şekil 4: WOS Preseenteism-İş tatminine İlişkin Atıf Alan Yazar Yoğunluk Haritası

Şekil 5: Scopus Preseenteism-İş tatminine İlişkin

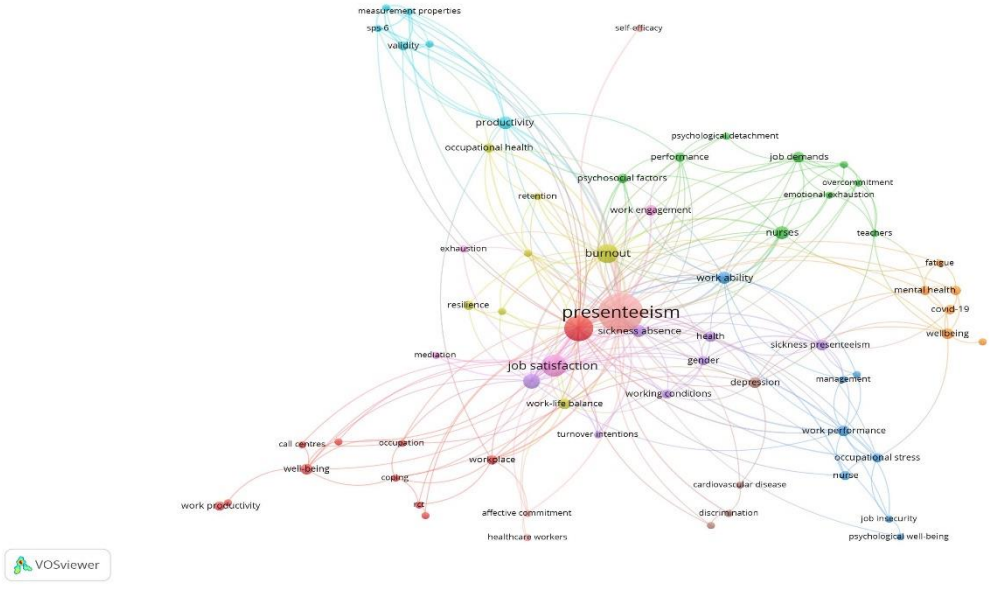
WOS'da Gillet Nicolas, Cooper Cary, Lu Lou, Haque Amlan, Stinglhamber Florence ve Lin Hui Yen'dir. Scopus da ise Ravalier J.M,Shi Y;Sears L.e;Coberley.C; Chuang K.J en fazla atıf alan yazarlar olarak tespit edilmiştir.

Anahtar Kelimelere İlişkin Bulgular

Çalışmada dokümanlarda yer alan kelimeler arası ilişki ağı kurmada kullanılan bir teknik olan özetlerde yer alan ortak kelime analizi ve ortak anahtar sözcük analizi kullanılmış olup WOS ve Scopus veri tabanı temel alınmıştır (Cobo, López-Herrera, Herrera-Viedma ve Herrera, 2011: 1383). İki düğüm arasındaki mesafe ne kadar kısaysa, iki anahtar kelimenin birlikte bulunma sayısı o kadar fazla olduğu anlamına gelmektedir. Çalışmalarda, anahtar kelime olarak çoğunlukla işe devamsızlık (absenteeism), iş performansı, tükenmişlik, hastalık sebebiyle işe gidememe (sickness absence), iş yaşam dengesi, depresyon, sağlık, hemşire, işe bağlılık ve iş stresi gibi kavramlar kullanılmıştır.



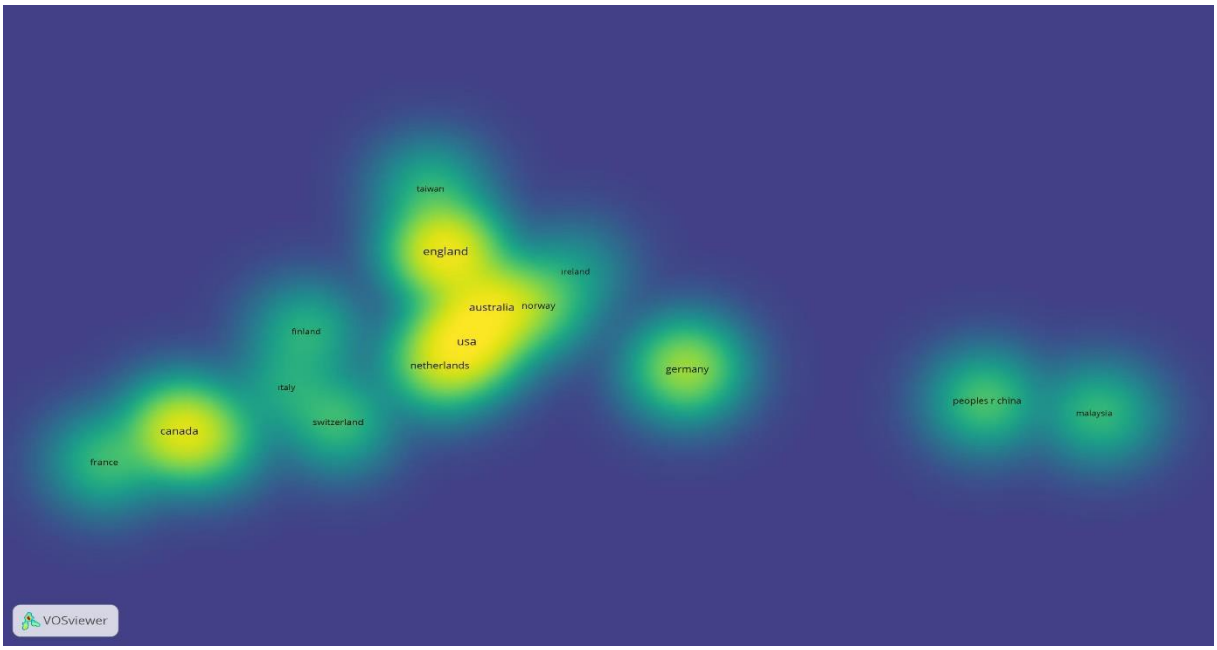
Şekil 6: WOS Preseenteism-İş Tatminine İlişkin Anahtar Kelime Ağı



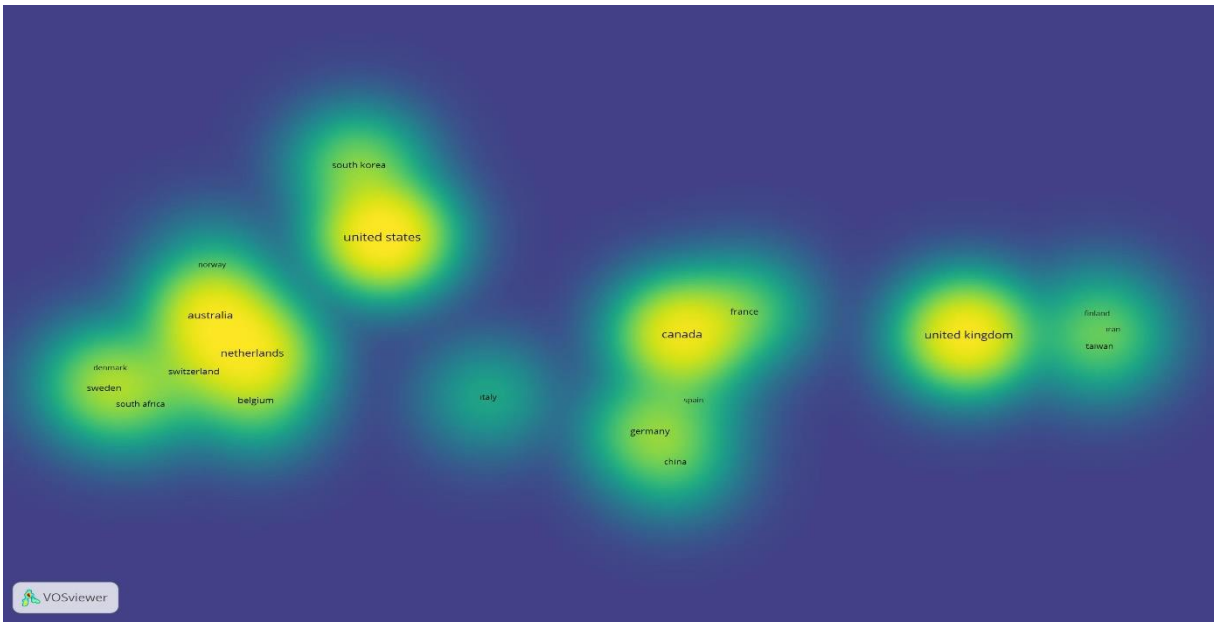
Şekil 7: Scopus Preseenteism-İş Tatminine İlişkin Anahtar Kelime Ağı

Ülkelere İlişkin Bulgular

Aşağıda Şekil 8 ve Şekil 9'da da görüldüğü üzere, WOS ve Spocus'da Presenteeism ve iş tatmini konusuna ilişkin en çok yayına sahip ülke Amerika, İngiltere, Avustralya, Hollanda ve Kanada'dır.



Şekil 8: WOS Preseenteism-İş Tatminine İlişkin Ülkelerin Yoğunluk Haritası



Şekil 9: Scopus Preseenteism-İş Tatminine İlişkin Ülkelerin Yoğunluk Haritası

SONUÇ VE ÖNERİLER

Presenteeism, işletmelerde maddi kayıplara yol açan negatif bir örgütsel davranıştır. Gönüllü ya da zorunlu nedenlerden dolayı hastalık halinde işe devamı kabul eden birey işletme için gizli maliyet yaratmaktadır. Bu durumun neden ve sonuçları kültür ekseninde değiştiği gibi gönüllülük ve zorunluluk esasına bağlı olarak da değişmektedir. Maliyet kayıplarının önüne geçmek amacıyla davranışın neden ve sonuçlarının tespit edilmesi önem taşımaktadır. Bu araştırma ile presenteeism ile iş tatmini alanında yapılan çalışmaların bibliyometrik analizini sunmaktadır.

Çalışmalarda en fazla atıf verilen yazarlar incelendiğinde WOS ve Scopus'da Gillet Nicolas, Ravalier J.M., Shi Y; Sears L.E, Coberley C.R, ön plana çıkmaktadır. Her iki veri tabanında yayınlanan çalışmaların anahtar kelimeleri incelendiğinde işe devamsızlık, iş performansı, tükenmişlik, hemşire, iş yaşam dengesi, sağlık, kelimelerinin sıklıkla kullanıldığı tespit edilmiştir. WOS ve Scopus'da yayınlanan çalışmaların konu alanları incelendiğinde en fazla halk sağlığı, iş sağlığı, hemşirelik, çevre bilimleri, işletme ve yönetim alanlarında olduğu sonucuna ulaşılmıştır. WOS ve Scopus'da yayınlanan çalışmaların yayınlandığı dergilerin ülkeleri incelendiğinde ise Kanada, ABD, İngiltere, Avustralya ve Hollanda olduğu tespit edilmiştir. Bu çalışma, presenteeism ve iş tatmini konusunda Türkiye'deki ilk bibliyometrik analiz olma özelliği taşımaktadır.

Çalışma sonuçlarından yola çıkılarak bakıldığında, çalışanların işte var olamamalarına sebep olan faktörlerin belirlenmiş olmasının ve bu faktör ya da faktörlerle ilgili gerekli önleyici girişimlerde bulunulmasının, işyeri açısından nicel faydasının yanı sıra nitel açıdan da önemli derecede fayda sağlayacağını göstermektedir. Bu nedenle, bu tarz sıkıntı yaşanan durumlar karşısında işletmelere ivedilikle gerekli önlemleri almak için adımlar atmaları önerilmektedir. Ayrıca, bu alanda çalışanların işte var olamamalarına sebep olan başka faktörlerin belirlenmesinin çalışanların iş tatmin düzeylerini daha da arttırabileceği ön görüldüğü için bu alanda çalışmalar yapılmasının alan yazına katkı sağlayacağı düşünülmektedir.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Örgütsel Bağlılık ve İş Performansına İlişkin (Web of Science ve Scopus) Yapılan Çalışmaların Bibliyometrik Analizi

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ÖZET

Örgütsel bağlılık; adanma, sadakat veya bağlı olma anlamlarını ifade etmektedir (Mercan 2006). Örgütsel bağlılık, işletmede düzen sağlama görevine sahip olmasından kaynaklı son yıllarda yüksek ilgi görmüştür. Bu konu hakkındaki teorik çalışmaların çoğu farklı iki görüşü ortaya çıkarmıştır. İlk bakışa göre Morrow (1983) bağlılık kelimesinin iş gücü devri, performans vb. unsurlar üzerindeki etkilerinin önemli sonuçlarının anlaşılması için ilgili olduğu kavramlardan farklı olarak ele alınmasını öne sürmüştür (Meyer ve Allen 1997). Diğer bir görüşe göre ise Reichers (1985) örgütsel bağlılığın tek boyutlu bir kavram olarak değerlendirilmemesini, buna bağlı olarak bağlılığın örgütü oluşturan farklı gruplara olan bağlılıkla birleşim olarak değerlendirilmesi gerektiğini öne sürmüştür (Reichers, 1985). Örgütsel bağlılığın artmasıyla birlikte, bireylerin iş performanslarında artış göstermesi beklenmektedir. Kavram olarak iş performansı, örgütteki çalışanların ücret karşılığında çaba gerektirdikleri gayrettir (Rousseau ve McLean, 1993). Kohli (1985) iş performansını, çalışanın kendine eş değer çalışanlara nazaran işle ilgili davranış ve çıktılarının daha fazla ortaya çıkan verimlilik düzeyi olarak değerlendirmiştir. Bu araştırma ile, örgütsel bağlılık ve iş performansı ile ilgili yapılmış olan çalışmaların kronolojik (Web of Science ve Scopus) açıdan araştırılarak ortaya çıkarılması amaçlanmıştır. Veriler Vosviewer programı kullanılarak analiz edilmiştir.
Anahtar Kelimeler: Örgütsel Bağlılık, İş Performansı, Bibliyometrik, Vosviewer.

Bibliometric Analysis of Studies on Organizational Commitment and Job Performance (Web of Science and Scopus)

ABSTRACT

Organizational commitment; it means devotion, loyalty or commitment (Mercan 2006). Organizational commitment has received high attention in recent years due to the fact that it has the task of maintaining order in the enterprise. Most of the theoretical studies on this subject have revealed two different views. At first glance, Morrow (1983) suggests that the word commitment means turnover, performance, etc. in order to understand the important consequences of the effects of the effects on the elements, he suggested that they should be handled differently from the related concepts (Meyer and Allen 1997). According to another view, Reichers (1985) suggested that organizational commitment should not be evaluated as a one-dimensional concept, and accordingly, commitment should be evaluated as a combination of commitment to different groups that make up the organization (Reichers, 1985). With the increase in organizational commitment, individuals are expected to increase in their job performance. As a concept, job performance is the effort that employees in the organization require in return for wages (Rousseau & McLean, 1993). Kohli (1985) evaluated job performance as the productivity level of the employee's work-related behaviors and outcomes that emerge more than their peers. With this research, it is aimed to reveal the studies on organizational commitment and job performance by researching them chronologically (Web of Science and Scopus). The data were analyzed using the Vosviewer program.
Keywords: Organizational Commitment, Job Performance, Bibliometrics, Vosviewer.

GİRİŞ

İşletmelerin pazarda varlıklarını daha uzun süre koruyabilmeleri ve rakip işletmeler karşısında oluşan rekabetin üstünlüğünü koruyabilmeleri açısından belirli stratejilere sahip olması gerekmektedir. Bu stratejilerden belki de en önemlisini çalışanlar oluşturmaktadır. Çünkü işi meydana getiren ve sunan 'insan'dır. Bu noktada işgörenlerin işletmeyle olan ilişkileri dikkate alınmalıdır. Farklı görevlerde ve özelliklere sahip olan işgörenlerin daha etkin ve verimli bir şekilde çalışmaları için gerekli ortamların sağlanması gerekmektedir.

İşletmeler, işgörenlerin mal veya hizmet üretmeleri dışında yaptıkları işten veya kurumlarından memnuniyet durumlarını da göz ardı etmemelidir. İşgörenlerin çalıştıkları işletmeleri, pozisyonlarını ve işlerini benimsemeleri ve bunu sürdürmeleri son derece önem taşımaktadır. Bu noktada örgütsel bağlılık konusu dikkat çekmektedir. Örgütsel bağlılık, örgüt içerisinde çalışan işgörenlerin işletmelere olan bağlığı, işlerini ne önemde benimsedikleri, işe geliş gidiş durumlarındaki hevesleri ve olası durumlarda işten ayrılma niyetlerine kadar olan durumları kapsamaktadır. İş gören işine ne kadar hevesli gelirse işlerini de o oranda hevesli ve daha özenli şekilde yapmaktadır.

Örgütlerin işgörenlerine karşı verdiği değer onların işlerine ve performanslarına direkt olarak yansımaktadır. İşgörene ne kadar değer verilirse ve bunu işgören hissederse, onların işletmeye geldikleri erken saatten yaptıkları iş miktarına kadar daha verimli olmaktadırlar. İşletmesinden memnun işgörenler işlerine zamanında gelip giderler, yoğun dönemlerde erken gelip geç çıkmaktan rahatsızlık duymazlar, sürekli etkin ve üretken olurlar, memnuniyetleri işlerine ve müşterilerine de yansımaktadır.

Bu çalışmanın amacı örgütsel bağlılık ve iş performansına ilişkin yapılmış çalışmaların Bibliyometrik analizi yer almaktadır. Yapılmış çalışmaların yıllara göre dağılımı ve kim tarafından hangi başlıklar altında yapıldığını belirlemek çalışmanın amaçları arasındadır. Çalışmanın amacına uygun olarak Web of Science ve Scopus veri tabanları kullanılarak Vosviewer programında analiz edilmiştir.

Örgütsel Bağlılık

Örgütsel bağlılık kelime anlamı olarak adanma, sadakat veya bağlı olma anlamlarını ifade etmektedir (Mercan 2006). Bu konu hakkındaki teorik çalışmaların çoğu farklı iki görüşü ortaya çıkarmıştır. İlk bakışa göre Morrow (1983) bağlılık kelimesinin iş gücü devri, performans vb. unsurlar üzerindeki etkilerinin önemli sonuçlarının anlaşılması için ilgili olduğu kavramlardan farklı olarak ele alınmasını öne sürmüştür (Meyer ve Allen 1997). Diğer bir görüşe göre ise Reichers (1985) örgütsel bağlılığın tek boyutlu bir kavram olarak değerlendirilmemesini, buna bağlı olarak bağlılığın örgütü oluşturan farklı gruplara olan bağlılıkla birleşim olarak değerlendirilmesi gerektiğini öne sürmüştür (Reichers, 1985).
Örgütsel bağlılıkla ilgili yapılan ilk çalışmalar örgütsel değerlerin içselleştirilmesini yansıtan tek boyutlu bir yapı olarak ele almış olsalar da Meyer ve Allen, örgütsel bağlılığın üç farklı boyuta sahip olduğunu ortaya koymuşlardır. Bu üç farklı boyutlar; duygusal, devamlılık ve normatif bağlılıktır (Yüceler, 2009; Açıkalın, 2011).

Duygusal Bağlılık: Bireylerin örgüte olan duygusal bağlantısıyla ilgilidir (Meyer ve Allen 1990). Yani, güçlü duygusal bağlılığa sahip olan çalışanlar en çok örgütte kalmayı istediklerini hissettikleri için örgütte kalırlar (Demircan 2003).

Devamlılık Bağlılığı: Bireylerin örgütten ayrıldıklarında getireceği maliyetlerin farkında olmasıdır (İnce ve Gül 2005). Bu bağlılık türünde, bireyler istese de örgütten ayrılamamaktadır.

Normatif Bağlılık: Bireyler kendilerini örgüte karşı zorunlu hissettiği için örgüte bağlanmaktadır. Bu bağlılık türüne göre, örgütün çalışana verdiği burs gibi ödüller sağladığında ya da eğitim gibi önemli olan maliyetleri üstlendiğinde meydana gelmektedir. Böylece çalışan, borçlarını ödeyene kadar kendisinde karşılığını ödeme yükümlülüğü hisseder (Allen ve Meyer 1990; Meyer ve Allen 1990).

Örgütsel bağlılık konusu, örgütsel davranış ve örgütsel pskikoloji çalışanların son zamanlarda ilgilerini çeken en önemli konular arasında yer almaktadır. Örgütsel bağlılık, örgüt içerisinde çalışmakta olan işgörenlerin yaptıkları işlerdeki verimliliklerini ve etkiliklerini açıklamasının yanı sıra aynı zamanda işgörenlerin işten ayrılma niyetlerini de açıklamaktadır (Wasti, 2000, s.401)**.** İş görenleri örgüte bağlama konusunda birtakım maliyetler ortaya çıkmaktadır. Bu maliyetler; örgütten elde edilen haklar, çalışma süreleri, herhangi bir olumsuzluk sonucu işgörenin işten ayrılması durumda ihtiyaç duyulacak yeni iş arayışı zorluğu gibi hususlar yer almaktadır (Kömürcüoğlu, 2003, s.3).
Örgütsel bağlılık, işgörenlerin örgüte verdiği faydalarının yanında işletme tarafından ne kadar faydalandığıyla da ilgilidir. Bir çalışan işine ne kadar istekli ve hevesli şekilde gidiyorsa örgüte olan bağlılığı o yönde olmaktadır. Aynı zamanda ne kadar isteksiz ve hevessiz gidiyorsa işletmeye olan bağlılığı ve ilgisi o yönde azalmaktadır. Her iki tarafın dengeyi koruması gerekmektedir. Ancak bu denge sağlanırsa işletmenin hedefleri doğrultusunda ilerlemesi mümkün olmaktadır.

Örgütsel bağlılığın hem işgörenler hem de işletme açısından birtakım sonuçları bulunmaktadır. Bu sonuçlar şu şekilde verilebilmektedir (Ceylan ve Demircan, 2002, s. 55):

a) İşgören açısından
   - Örgütün zor zamanında onların yanında olmaktadır,
   - İşe erken gelip, geç çıkması gereken durumlarda sorun etmemektedir,
   - Fayda sağlayıcı nitelikte olmayı hedeflemektedir,
   - Örgütün varlıklarını korumayı amaçlamaktadır,
   - İşe düzenli ve disiplinli gelmektedir.

b) Örgüt açısından
   - Aylık ve yıllık planlanan hedefler tutturulmaktadır,
   - İşini seven ve saygı gösteren çalışanlar bulunmaktadır,
   - İş görenlerle işletme arasında duyusal bağlılık ortaya çıkmaktadır,
   - İş stresinden uzak bir ortam sunulmuştur ve bunun sonucunda monotonlaşmış bir çalışma stilinin dışına çıkılarak üreten, yeni yöntemler geliştiren bir ortam sağlanmıştır.

İş Performansı

İş performansı, örgütteki çalışanların ücret karşılığında çaba gerektiren gayret olarak ifade edilmektedir (Rousseau ve McLean, 1993). Kohli (1985) iş performansını, çalışanın kendine eş değer çalışanlara nazaran işle ilgili davranış ve çıktılarının daha fazla ortaya çıkan verimlilik düzeyi olarak değerlendirmiştir. Borman ve Motowidlo (1993) ise, çalışanların yaptıkları işe yönelik faaliyetleri şeklinde ifade etmiştir. İş performansı ve iş tatmini gerek literatürde gerekse ampirik araştırmalarda üzerinde çalışılan en önemli konular arasında yer almaktadır.

Kamu veya özel bütün sağlık kurumlarının yüksek performans gösterebilmeleri için performans ve performans yönetimine önem vermeleri gerekmektedir. Performans ölçümü ve yönetiminde ise dikkat edilmesi gereken hususlar şunlardır (Artley vd., 2001: 1-3):

- Performans ölçüm ve yönetim sistemlerinin oluşturulması ve aynı zamanda kullanımında liderlik edilmelidir.
- Kavramsal çerçeve çıkarılmalıdır.
- İçsel ve dışsal iletişim imkanları sağlanmalıdır.
- Sonuçların sorumluluğuyla ilgili unsurlar net ve anlaşılabilir olmalıdır.
- Performans yönetim sisteminden ortaya çıkabilecek bilgiler, karar vericilere yol gösterici niteliğinde olmalıdır.
- Maaş ve ödül gibi hususlar performans ile ilişkilendirilmelidir.
- Cezalandırıcı olmak yerine daha çok yol gösterici olunmalıdır.
- Süreçle ilgili bilgiler çalışanlar, müşteriler gibi tüm taraflara iletilmelidir.

İş performansı literatürde iki şekilde ele alınmaktadır. Bunlar; iş performansı ve görev performansıdır. İş performansını örgütlerin amaçlarına uygunluk, belirlenmiş davranış şekilleri, ortaya çıkan işin kalitesi, kişiler yetenekler ve genel yetenekler üzerinde ele alınmıştır. Görev performansı ise; işgörenlerin örgütün hedeflerine ulaşması için yazılı haldeki görev tanımlarıdır. Burada işgörenlerin işletmelerin belirlediği hedefler ve iş akışı doğrultusunda geliştirdikleri faaliyetler bulunmaktadır. Bu iş performansı türünde disiplin esastır. Çalışanlar risk almak istemezler. Aldıklarında örgüt tarafında tepki alacaklarını düşünmektedirler. Tamamen tekniksel ve sistematik yönetim şekli söz konusudur (Taştemur, 2018).

İş performansı ve görev performansı karşılaştırıldığında iki farklı yöntem yer almaktadır. İş performansı daha işgören odaklı olup, onların işe aktif katılımlarının sağlanması yönünde olmasında yanadır. Görev performansı daha sistematik ve astların motivasyonuna yönelik bir çalışma stili şeklinde olmaktadır. İş performansı konusu örgütlerde oldukça önemli noktada yer almaktadır. Bunun sebepleri arasında işleyişin düzgün bir şekilde ilerlemesi ve işgörenlerden maksimum fayda sağlanması gösterilebilmektedir. Aynı zamanda iş performansına ilişkin yapılmış çalışmaların analizi bu noktada önem taşımaktadır.

Yöntem

Emek-yoğun sektörlerden biri olan turizm sektöründe çalışan ve işletme arasında olan her türlü iletişimi konu alan ve sürdürülebilirliği sağlayan örgütsel bağlılık ile iletişim sonucunda çalışanların işletmeye sağladığı fayda ile direkt ilgili olan iş performansı hakkında yapılan çalışmaların analiz edilmesi çalışmanın konusunu oluşturmuştur. Çalışmanın amacı, alan yazın taraması yapmak, bilgi vermek ve gelecekte yapılacak çalışmalara yol gösterici bulgulara ulaşmaktır.

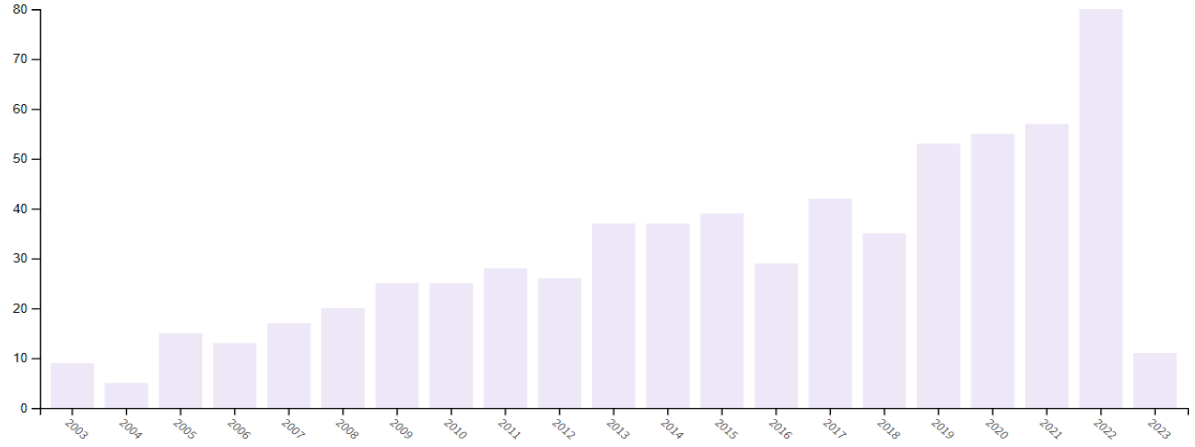
Çalışma temel sorununa uygun olarak nitel yöntem ile gerçekleştirilmiştir. Çalışmanın uygulama deseni bibliyometrik analize bağlı kalınarak tasarlanmıştır. Bibliyometrik analizler, çalışmaların yıllar itibariyle dağılımlarının tespit edilmesinde önemli bir rol oynamaktadır. Yapılan çalışmaların niteliksel ve niceliksel anlamda ortaya konması sağlanırken, bilimsel bilginin birikimsel olmasından hareketle çalışmalarda meydana gelen değişiklikleri saptamayı beraberinde getirmektedir. Bunun yanı sıra yapılan anlamlı çıkarımlarla birlikte bibliyometrik analizler alt kategoriler aracılığıyla tümevarım yapmayı da mümkün kılmaktadır. Bibliyometrik analize yönelik çalışmalar gerek araştırılan konunun gerekse de konuyu içine alan bilim dalının

süreç içerisinde kaydettiği gelişmelerin ortaya konmasını sağlamaktadır. Bununla birlikte bibliyometrik çalışmalar, konuya ve ilgili bilim alanlarına yönelik problemlerin veya eksik yönlerin belirlenmesinde etkin bir rol oynamaktadır (Yılmaz, 2017). Bu noktadan hareketle örgütsel bağlılık ve iş performansıyla ilgili yapılan araştırmaların bibliyometrik analizi bu çalışmanın çıkış noktası olarak belirlenmiştir. Örgütsel bağlılık ve iş performansı gibi kavramların literatürde sıklıkla karıştırılması ilgili kavramların hem detaylı analizinin yapılmasını hem de belirli bir kategorizasyon içerisinde sistematik olarak incelenmesini zorunlu kılmaktadır. Bu bağlamda bibliyometrik çalışmalar oldukça önemli bir yer tutmaktadır. "Web of science (WOS)" ve "Scopus" veri tabanlarından veriler elde edilmiş ve Vosviwer programıyla analiz edilmiştir.

- WOS'da 830, Scopus'da ise 521 adet yayın yapıldığı görülmektedir.
- Dil filtrelemesi (İngilizce), yayın türü olarak makale ve son 20 yıl (2003-2023) kısıtlaması ile yayın sayısı WOS'da 658, Scopus'da ise 378 adet çalışma analize dahil edilmiştir.

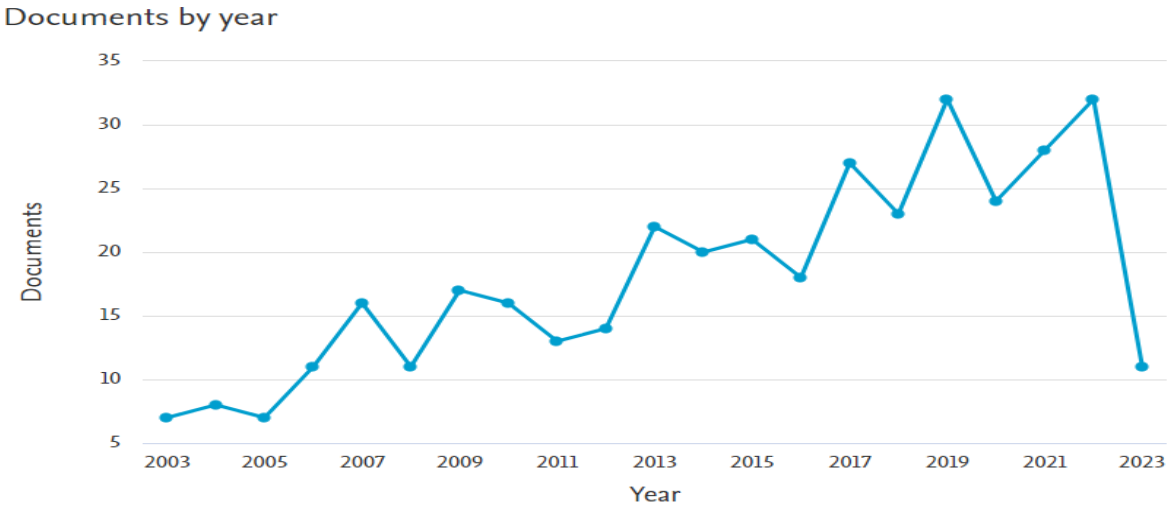
Bulgular

Çalışmanın konusu olan örgütsel bağlılık ve iş performansına ilişkin yapılan çalışmaların Web of Science ve Scopus veri tabanlarına göre aşağıdaki bulgulara ulaşılmıştır.



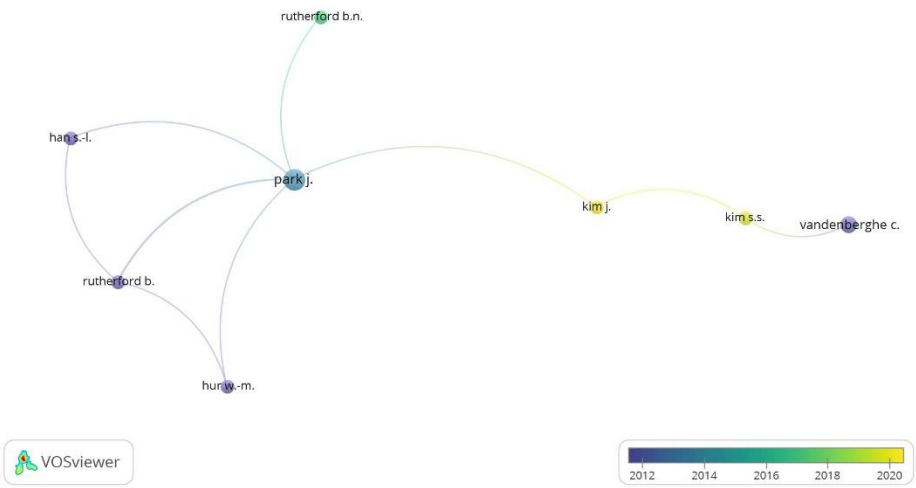
Şekil 1: Web Of Science'da Örgütsel Bağlılık ve İş Performansıyla İlgili Çalışmaların Yıllara Göre Dağılımı

Şekil 1'de örgütsel bağlılık ve iş performansına ilişkin yapılmış çalışmaların yıllara göre dağılımı yer almaktadır. Web of Science'dan elde edilen tabloya göre örgütsel bağlılık ile iş performansı konuları üzerine son 20 yıl baz alınarak 2003 yılında 10 çalışmanın altında olup zaman zaman iniş çıkışlar olmuştur. Genel olarak yıllar arttıkça çalışma sayıları da artmıştır. Özellikle konuyla alakalı yapılan çalışma sayısı en fazla olan yıl 2022 yılıdır. Günümüzde yapılan çalışma sayılarına bakılacak olursak 2023'ün 6.ayına kadar yapılan çalışma sayısı 20'nin altında kalmıştır.



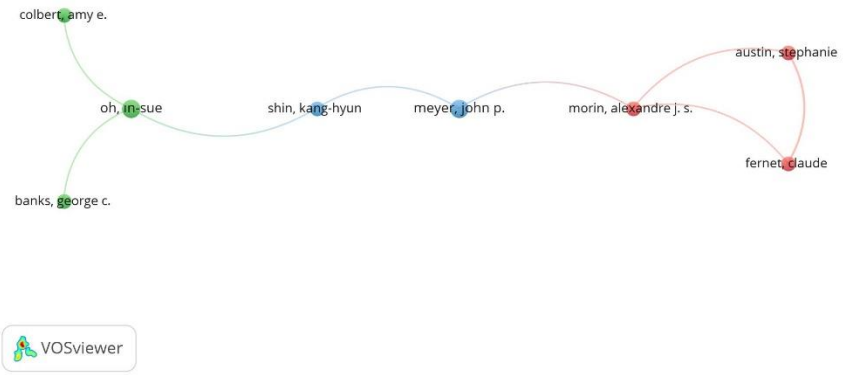
Şekil 2: Scopus Örgütsel Bağlılık ve İş Performansıyla İlgili Çalışmaların Yıllara Göre Dağılımı

Şekil 2'de yukarıda yapılan çalışmanın Scopus veri tabanına göre sonuçları yer almaktadır. Örgütsel bağlılık ve iş performansına ilişkin son 20 yıl baz alınarak yapılan analizde; 2003 yılında yapılan çalışma sayısı 10'un altındadır. 2003'ten itibaren 3 yıl boyunca çalışma sayısı 10'u geçememiştir. 10'un üzerine çıkılan çalışma sayısı ilk olarak 2007 yılında olmuştur. 2008 yılında biraz düşüş yaşansa da sonraki yıllar artarak devam etmiştir. Araştırma konusu olan örgütsel bağlılık ve iş performansına ilişkin yapılan çalışmaların en yoğun olduğu yıl ise 2022 yılıdır. 2023 yılının ortasında olunduğu göz önüne alındığında çalışma sayısı 15'in altında kalmıştır.



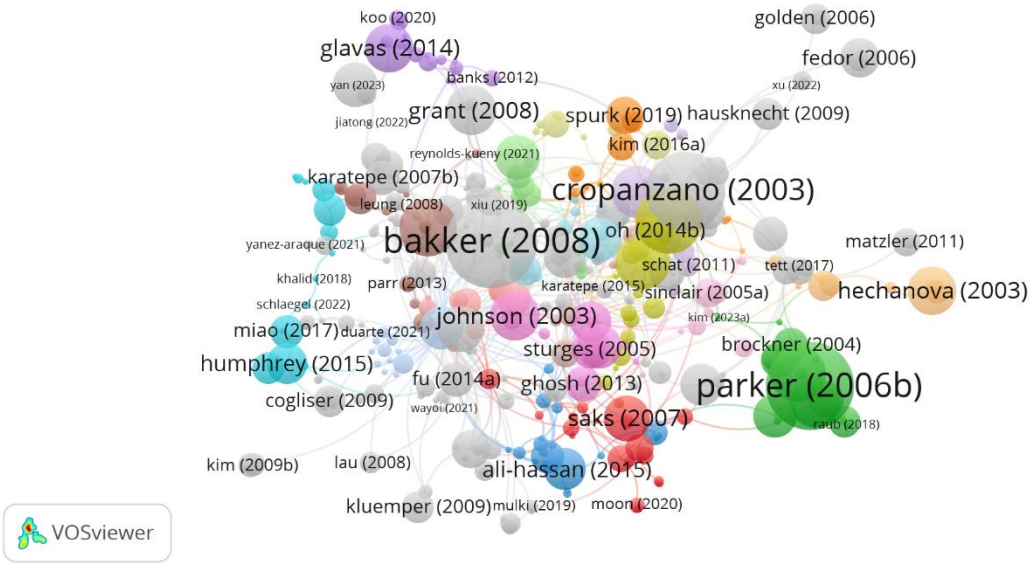
Şekil 3: Scopus Örgütsel Bağlılık ve İş Performansına İlişkin Atıf Alan Yazar Ağı

Şekil 3'te çalışmanın konusu olan örgütsel bağlılık ve iş performansına ilişkin yapılan çalışmalarda en çok atıf alan yazar ağları yer almaktadır. Scopus'ta yapılan analize göre işaretli renkli topların hacmine göre atıfı en çoktan en aza alana göre azalmaktadır. Buna göre konuya ilişkin atıf alan yazarlar; Rutherford, Hang, Hurw, Park J., Kim J., Kim S. ve Vanderberghe C. olmuştur. Bu yazarlar arasından en fazla atıf alan yazar ise Park J. olmuştur.



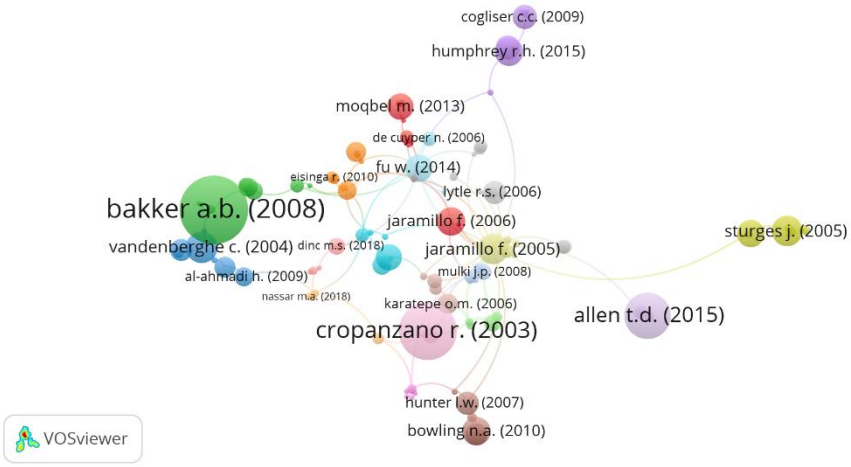
Şekil 4: WOS Örgütsel Bağlılık ve İş Performansına İlişkin Atıf Alan Yazar Ağı

Şekil 4'te çalışmanın konusu olan örgütsel bağlılık ve iş performansına ilişkin yapılan çalışmalarda en çok atıf alan yazar ağları yer almaktadır. Web of Science veri tabanında yapılan analizin sonucuna göre konuya ilişkin atıf alan yazarlar; Amy Colbert, Sue Oh, George Banks, Kang Shin, John Meyer, Alexandre Morin, Stephanie Austin ve Claude Fernet olmuştur. Bu yazarlar arasından en fazla atıf alan yazar ise John Meyer'dir.



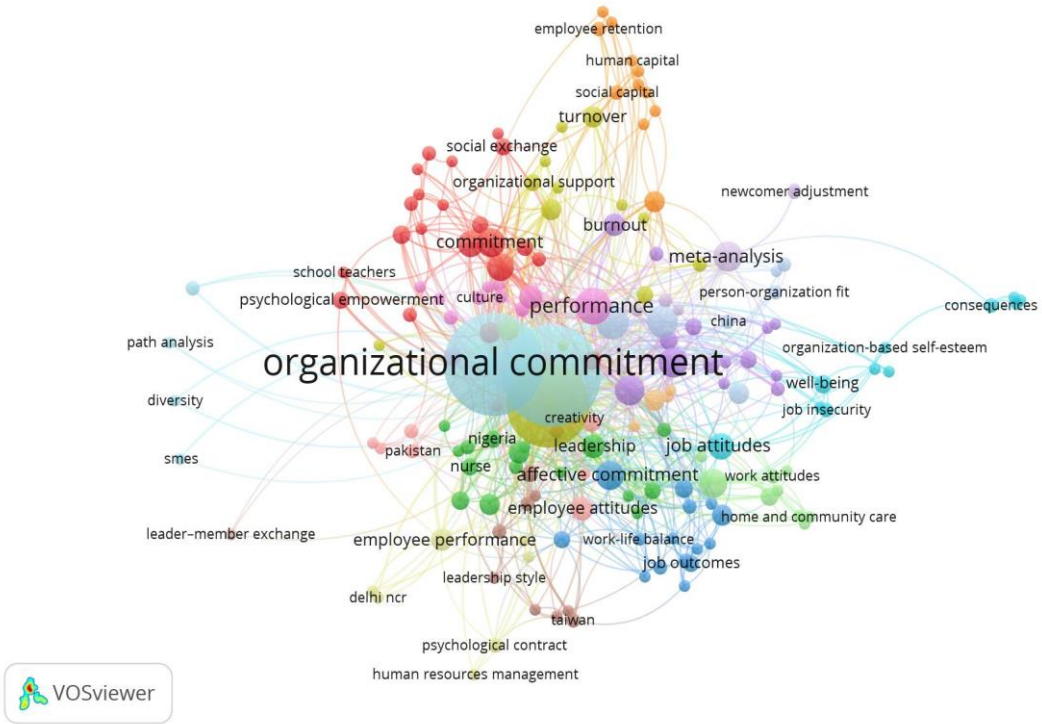
Şekil 5: WOS Örgütsel Bağlılık ve İş Performansına İlişkin Atıf Alan Doküman Ağı

Şekil 5'te örgütsel bağlılık ve iş performansına ilişkin yapılan çalışmaların hangi yıllarda kim tarafından yapıldığına dair doküman ağı yer almaktadır. Web of Science'a göre yapılan doküman ağı sonucuna göre; 2003 yılında Cropanzano, 2014 Glavas, 2015 Humphrey gibi yazarlar yer almaktadır. Konuya ilişkin yapılan en çok çalışma ise 2008 yılında Bakker ve 2006 yılında Parker tarafından olmuştur.



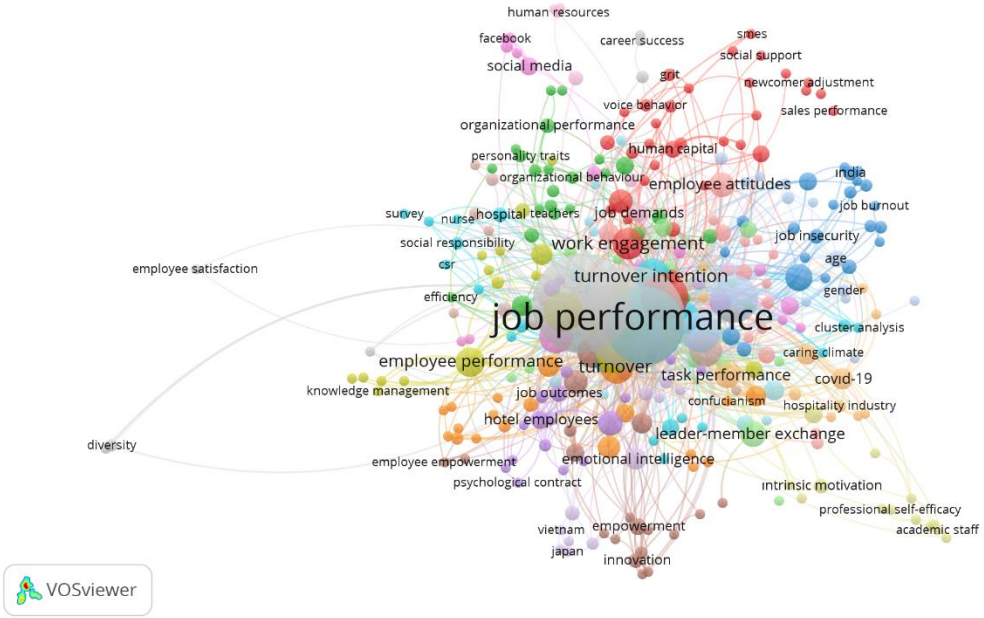
Şekil 6: Scopus Örgütsel Bağlılık ve İş Performansına İlişkin Atıf Alan Doküman Ağı

Şekil 6'da Scopus'a göre yapılan doküman ağı sonucuna göre; 2003 yılında Cropanzano, 2006 Jaramillo, 2007 Hunter, 2010 Bowling, 2015 Allen ve Humphrey gibi yazarlar yer almaktadır. Konuya ilişkin yapılan en çok çalışma ise 2008 yılında Bakker ve 2003 yılında Cropanzano tarafından olmuştur.



Şekil 7: Scopus Örgütsel Bağlılık ve İş Performansına İlişkin Anahtar Kelime Ağı

Şekil 7'de Scopus veri tabanında örgütsel bağlılık ve iş performansı başlıklarının taratılması sonucunda ortaya çıkan kelime ağı yer almaktadır. Çıkan kelime ağı sonucuna göre örgütsel bağlılık kelimesi en fazla yer almaktadır. Buna ek olarak iş performansı, liderlik, psikolojik güç, çeşitlilik, empati, meta analizi, iş tutumu, kültür, örgütsel destek, performans, hemşire, etkililik ve yaratıcılık gibi kelimeler yer almaktadır.



Şekil 8: WOS Örgütsel Bağlılık ve İş Performansına İlişkin Anahtar Kelime Ağı

Şekil 8'de Web of science veri tabanında örgütsel bağlılık ve iş performansı başlıklarının taratılması sonucunda ortaya çıkan kelime ağı yer almaktadır. Çıkan kelime ağı sonucuna göre iş performansı kelimesi en fazla yer almaktadır. Buna ek olarak iş gücü, faydalılık, sosyal sorumluluk, etkililik, örgütsel davranış, bilgi yönetimi, kişisel nitelikler, sosyal medya, liderlik, iş tutumu, iş talepleri, sosyal destek, yaş, cinsiyet, konaklama endüstrisi, görev performansı ve satış performansı gibi kelimeler yer almaktadır.

Sonuç ve Öneriler

Yapılan bibliyometrik analiz çalışmasında son 20 yıl baz alınmıştır. İlk olarak 2003 yılı ve son olarak 2023 yılı değerlendirilmiştir. Bu değerlendirme sonucunda Web of Science ve Scopus veri tabanlarından belirli kısıtlamalar ile elde edilen bulgular ışığında aşağıdaki sonuçlar ortaya çıkmıştır.

Çalışmalarda en fazla atıf verilen yazarlar incelendiğinde WOS ve Scopus' da Amy Colbert, Sue Oh, George Banks, Kang-hyun Shin, John Meyer, Alexandre Morin, Stephanie Austin, Claude Fernet, Rutherford, J. Park, I. Hans, J. Kim, C. Vanderberghe ön plana çıkmaktadır. En çok örgütsel bağlılık ve iş performansına katılım; örgütsel davranış, motivasyon, iş tatmini, iş tutumu, iş ve işveren ilişkileri ve ödüllendirme gibi konularda çalışma yapan araştırmacılara atıf verildiği görülmüştür.

Bu çalışma, örgütsel bağlılık ile iş performansı hakkında çalışmaların ne zaman ve kimler tarafından daha çok hangi başlıklar altında ele alınarak yapıldığına dair net bir analiz çerçevesinde önem kazanmaktadır. Gelecekte yapılacak çalışmalarda;

• Ülkedeki örgütsel bağlılık ve iş performansında turizm potansiyelinin belirlenmesi,

• Örgütsel bağlılığın ve iş performansının geliştirilmesine yönelik politikaların üretilmesi,

• Örgüt çalışanlarının beklentilerinin belirlenmesi,

• Örgütsel bağlılığın ve iş performansının öneminin arttırılması,

• Örgütlerin konuyla yakından ilgilenilmesi için teşvik edilmesi anlamında yararlı olacaktır.

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[3]Entropi Temelli Topsis Yaklaşımı ile Avrupada Bulunan Havaalanlarının Hizmet Kalitesinin Değerlendirilmesi: COVID-19 Öncesi ve Sonrası

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ÖZET

Küreselleşme ile havaalanları, artan havayolu trafiği ve yolcu talebi nedeniyle giderek daha fazla rekabet koşullarına maruz kalmaktadır. Havaalanları, kendilerini sürekli olarak geliştirmek ve değişen teknolojiye uyum sağlamak zorundadır. Seyahat süresi boyunca havaalanları, sadece bir durak noktası olmaktan çıkmıştır, karmaşık ve büyük yaşam merkezlerine dönüşmüştür. Bu nedenle, havaalanlarındaki hizmet kalitesi giderek önem kazanmıştır.

2019 yılında, Airports Council International (ACI) tarafından sağlanan verilere dayanarak, Entropi ve TOPSIS gibi çok kriterli karar verme yöntemleri kullanılarak en fazla yolcu trafiği olan 10 havaalanı incelenmiştir. Çalışmada, kuyruk bekleme süresi, terminal temizliği, terminal oturma alanları, terminal işaret ve yönlendirme, yiyecek-içecek hizmetleri, havaalanı alışveriş mağazaları, Wi-Fi bağlantısı ve havaalanı personeli gibi 8 farklı kriter kullanılmıştır. Kriterler, Skytrax sitesi üzerinden belirlenmiştir.

Bu çalışmanın sonuçlarına göre, 2019 yılında en önemli kriter havaalanı alışveriş mağazaları olarak belirlenmiş ve Londra Heathrow Havaalanı en yüksek hizmet kalitesine sahip havaalanı olarak tespit edilmiştir. Ancak, COVID-19 salgınından sonra havaalanları için öncelikler değişmiştir. 2022 yılında yapılan bir güncellemeyle aynı havaalanları üzerinden bir karşılaştırma yapılarak en önemli kriterin havaalanı terminal temizliği olduğu ve Münih Havaalanı'nın en yüksek hizmet kalitesine sahip havaalanı olduğu sonucuna ulaşılmıştır. Bu karşılaştırma, havaalanlarının zaman içindeki performansını daha net bir şekilde gözlemlememize olanak sağlamıştır.

Salgın nedeniyle seyahat kısıtlamaları ve sağlık önlemleri uygulanmış, havaalanları ve havayolu şirketleri yeni protokoller ve güvenlik önlemleri geliştirmek zorunda kalmıştır. Yolcuların güvenliği ve sağlığı ön planda tutularak havaalanı terminal temizliği, sosyal mesafe önlemleri ve hijyen protokolleri gibi faktörler öncelik kazanmıştır. Havaalanları, bu zorluğa uyum sağlamak için çaba sarf etmiş ve hizmet kalitesini iyileştirmek için gerekli önlemleri almıştır.

Anahtar Kelimeler: Çok Kriterli Karar Verme, Entropi, TOPSIS, Havaalanları, Hizmet Kalitesi, Skytrax, COVID-19

Evaluation of Airport Service Quality Before and After COVID-19 Using Entropy-Based TOPSIS Approach

ABSTRACT

[3] Bu çalışma Dr. Öğr. Üyesi Eda ÇINAROĞLU danışmanlığında, Beste Başak HORASAN'ın, Entropi Temelli Topsis Yaklaşımı ile Avrupada Bulunan Havaalanlarının Hizmet Kalitesinin Değerlendirilmesi:COVID-19 Öncesi ve Sonrası başlıklı yüksek lisans tezi esas alınarak hazırlanmıştır (Entropi Temelli Topsis Yaklaşımı ile Avrupada Bulunan Havaalanlarının Hizmet Kalitesinin Değerlendirilmesi adlı yüksek lisans tezi, Erciyes Üniversitesi, Kayseri, Türkiye,2023).

With globalization, airports are increasingly exposed to competitive conditions due to the rising air traffic and passenger demand. Airports must continuously improve themselves and adapt to changing technology. Throughout travel, airports have transformed from mere transit points to complex and large living centers. As a result, the quality of services provided at airports has become increasingly important.

In 2019, a study was conducted based on data provided by the Airports Council International (ACI) to examine the top 10 airports with the highest passenger traffic using multi-criteria decision-making methods such as Entropy and TOPSIS. The study utilized eight different criteria, including queue waiting time, terminal cleanliness, terminal seating areas, terminal signage and directions, food and beverage services, airport shopping stores, Wi-Fi connectivity, and airport staff. The criteria were determined through the Skytrax website.
According to the results of this study, airport shopping stores were identified as the most important criterion in 2019, and London Heathrow Airport was determined to have the highest service quality. However, priorities have changed for airports after the COVID-19 pandemic. In an update conducted in 2022, a comparison was made using the same airports, revealing that the most important criterion was terminal cleanliness, and Munich Airport was identified as having the highest service quality. This comparison allowed for a clearer observation of the airports' performance over time.
Due to the pandemic, travel restrictions and health measures have been implemented, and airports and airlines have had to develop new protocols and security measures. Factors such as airport terminal cleanliness, social distancing measures, and hygiene protocols have gained priority, with a focus on passengers' safety and health. Airports have made efforts to adapt to this challenge and have taken necessary measures to improve service quality.

Keywords: Multi-Criteria Decision Making, Entropy, TOPSIS, Airports, Service Quality, Skytrax, COVID-19

GİRİŞ

Havayolu sektörü, hızla gelişen teknolojiye bağımlı, küresel düzeyde yoğun rekabetin yaşandığı önemli bir sektördür. Yolcu talebi her geçen gün hızla artmakta ve bu da havayolu şirketleri ve havaalanlarının kendilerini sürekli olarak geliştirmelerini ve değişen teknolojiye uyum sağlamalarını gerektirmektedir. Günümüzde havaalanları, sadece bir durak noktası olmanın ötesine geçmiş, büyük ve karmaşık yaşam merkezlerine dönüşmüştür. Yolcuların taleplerine hızlı bir şekilde cevap verebilmek ve müşteri memnuniyeti sağlamak havaalanlarının odak noktası haline gelmiştir(Bakır&Akan,2018).

Günümüzde yolcular, sadece havayolu şirketlerini değil, hangi havaalanını tercih edeceklerini de seçebilmektedir. Hizmet kalitesi, havaalanları arasında rekabetin bir unsuru haline gelmiştir. Bu nedenle, havaalanları müşteri memnuniyetini sağlamak ve rakiplerinden ayrışmak için farklılaşmaya eğilim göstermektedir

Bu çalışma, 2019 yılında ACI tarafından sağlanan veriler doğrultusunda en yoğun yolcu trafiğine sahip olan 10 havaalanını Entropi ve TOPSIS gibi çok kriterli karar verme yöntemleri kullanarak incelemeyi amaçlamaktadır. 2022 yılı için ise 2019 da belirlenen 10 havaalanı kullanılmıştır. Çalışmada, Skytrax web sitesi üzerinden belirlenen 8 farklı kriter kullanılmıştır. Bu kriterler şunlardır: kuyruk bekleme süresi, terminal temizliği, terminal oturma alanları, terminal işaret ve yönlendirme, yiyecek-içecek hizmetleri, havaalanı alışveriş mağazaları, Wi-Fi bağlantısı ve havaalanı personeli. Seçilen kriterlerin öncelik sıralamalarını belirlemek için Entropi yöntemi kullanılmış ve daha sonra TOPSIS yöntemiyle sıralama yapılmıştır. Çalışma için öncelikle ilgili literatür taranmış, ardından kullanılan yöntemler ve uygulama adımları açıklanmıştır. Çalışmanın sonunda elde edilen bulgular, sonuçlar bölümünde değerlendirilmiştir.

1.LİTERATÜR TARAMASI

Tablo 1-Havaalanlarında müşteri memnuniyeti ile alakalı yapılmış bazı çalışmalar

Havaalanlarının Hizmet Kalitesinin Kullanıldığı Bazı Makaleler	
Hava yolu taşımacılığında müşteri beklenti ve memnuniyetinde farklılık olup olmadığını SERVQUAL ölçeğinden ölçmeyi hedeflemişlerdir.	Okumuş ve Asil (2007)
AHP ve TOPSIS yöntemleri kullanılarak 2016 yılında Avrupa'daki en fazla yolcuya sahip havaalanlarının hizmet kalitesi performanslarını değerlendirmişlerdir.	Bakır ve Akan(2018)
Yolcuların havalimanı deneyimini incelemektedir. Skytrax üzerinden yolcu incelemelerinin analizi gerçekleştirilmiştir.	Wattanacharoensil, Schuckert, Graham ve Dean(2017)
Avustralyada bulunan bölgesel bir havaalanında yolcuların memnuniyetini anlamak için anket yapılmıştır. Anket sonuçları TOPSIS yöntemi kullanılarak değerlendirilmiştir.	Martin, Domingo, Lohmann ve Spasojevic (2019)
AHP yöntemi ile kabin içi hizmet kalitesini, yedi Türk hava yolu işletmesi arasından seçilmesi konusuna odaklanmıştır.	Akdeniz(2021)
COVID-19'un Türk havayolu ulaşımındaki etkisini incelemiştir. Pandeminin etkilerini analiz etmek için verileri, veri değerlendirme eksenli olarak yapılandırılmıştır.	Bakırcı(2020)

2. YÖNTEM

2.1 Çalışma Kapsamında Kullanılan Veriler

Yapılan çalışmada, araştırma konusu olarak Airport Council International(ACI)'nın 2019 yılı verilerine göre Avrupa'nın yolcu trafiği en yoğun olan on havalimanı seçilmiştir. Seçilen havalimanlarının hizmet kalitesi Skytrax tarafından belirlenmiştir ve www.airlinequality.com sitesinde sunulan kriterler doğrultusunda değerlendirilmesi amaçlanmıştır. Yolcular, Skytrax internet sitesinden ziyaret ettikleri havaalanlarını 1 ile 5 yıldız arasında puan vererek değerlendirebilmektedir. 2019 yılı verilerine göre Avrupa'nın yolcu trafiği en yoğun olan on havaalanı seçilmiştir. Seçilen havaalanlarının hizmet kalitesi performansına yönelik belirlenen kriterler doğrultusunda Entropi ve TOPSIS yöntemleri kullanılarak değerlendirilmiş ve sıralanmıştır.2022 yılında ise bir havaalanı değişmiştir. Veri setinin değişmemesi için 2022 yılı içinde 2019 yılının havaalanları uygulamaya dahil edilmiştir. 2019 yılına ait yorum yapan ve bütün kriterlere yıldız veren yolcuların verileri çalışmada kullanılmıştır. Her iki yıl içinde yorum yapıp, bütün kriterlere yıldız veren yolcular çalışma kapsamına dahil edilmiştir. Çalışmaya dahil edilen havaalanlarına verilen yıldızlar, kriterleri oluşturmaktadır.

İlk olarak her kriter için 2019 ve 2022 yıllarında yapılan yorumlar doğrultusunda verilen yıldızların aritmetik ortalaması alınarak başlangıç karar matrisi oluşturulmuştur. Sonrasında ise Entropi yöntemiyle kriterlerin önem katsayıları hesaplanmış ve TOPSIS yöntemi ile performans değerlendirmesi işlemi gerçekleştirilmiştir. Çalışmada "Microsoft Office Excel 2016 " programı kullanılmıştır. Çalışma için seçilen 10 havalimanı ve hizmet kalitesi değerlendirmek için kullanılan kriterler aşağıda Tablo 2 ve Tablo 3 de yer almaktadır.

Tablo 2-Çalışma kapsamında seçilen havaalanları ve yolcu sayıları

IATA KODU	HAVAALANI	YOLCU SAYISI (2019)	YOLCU SAYISI (2022)
LHR	Londra Heathrow Havaalanı	80.888.637	61.284.215
CDG	Paris-Charles de Gaulle Havaalanı	76.131.198	57.478.888
AMS	Amsterdam Schiphol Havaalanı	71.706.999	52.472.189
FRA	Frankfurt Main Havaalanı	70.556.072	48.918.482
MAD	Madrid Havaalanı	61.704.993	50.602.864
BCN	Barcelona Uluslararası Havaalanı	52.663.623	41.616.302
IST	İstanbul Havaalanı	52.461.982	64.284.215
SVO	Moskova Sheremetyevo Havaalanı	49.932.752	30.943.459
MUC	Münih Franz Josef Strauss Havalimanı	47.942.348	31.642.738
LGW	Londra Gatwick Havaalanı	46.572.595	32.849.869

Tablo 3-Çalışma kapsamında seçilen kriterler

Kriter Kodları	KRİTERLER
KK1	Kuyruk Bekleme Süresi
KK2	Terminal Temizliği
KK3	Terminal Oturma Alanları
KK4	Terminal İşaret ve Yönlendirme
KK5	Yiyecek – İçecek Hizmetleri
KK6	Havaalanı Alışveriş Mağazaları
KK7	Wifi Bağlantısı
KK8	Havaalanı Personeli

2.2 Entropi Yöntemi

1. Adım: Karar matrisinin oluşturulmasıdır.

$$A_{ij} = \begin{bmatrix} a_{11} & a_{12} & \dots & a_{1n} \\ a_{21} & a_{22} & \dots & a_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ a_{m1} & a_{m2} & \dots & a_{mn} \end{bmatrix}$$

2.Adım: Karar matrisindeki değerler normalizasyon işlemine tabi tutulur.Bu işlem, farklı ölçeklerdeki verilerin karşılaştırılabilir hale getirilmesini sağlamaktadır.

$$r_{ij=\frac{a_{ij}}{\sum_{j=1}^{i} a_{ij}}}$$

3.Adım: Kriterlere ilişkin entropi değerlerinin (e_j) hesaplanması**.** Entropi değeri, kriterin ne kadar bilgi içerdiğini ve bu kriterde ne kadar farklılık gösterdiğini ölçmektedir.

$$e_j = -k \sum_{j=1}^{n} r_{ij}.ln(r_j)$$

(i = 1,2,3, … m ve j = 1,2,3, … , n)

4.Adım: Bilginin farklılaşma derecesinin (d_j) hesaplandığı adımdır. e_j değerlerinin 1 sayısından çıkarılarak hesaplandığı değerlerdir.

$$d_j = 1 - e_j \qquad (i = 1,2,3, \dots ,m \text{ ve } j = 1,2,3, \dots ,n)$$

5.Adım: Kriter ağırlıklarının (w_j) hesaplanması için " 1- e_j" değeri satır toplamına bölünür ve kriter ağırlıkları elde edilir.

$$w_j = {1 - e_j}/{\sum_{i=1}^{n}(1 - e_j)}$$

Bu durumda $w_1 + w_2 + w_3 + \cdots + w_n = 1$ eşitliği geçerli olur.

2.3 TOPSIS Yöntemi

1. Adım: Karar matrisinin oluşturulmasıdır.

$$A_{ij} = \begin{bmatrix} a_{11} & a_{12} & \dots & a_{1n} \\ a_{21} & a_{22} & \dots & a_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ a_{m1} & a_{m2} & \dots & a_{mn} \end{bmatrix}$$

2.Adım: Normalizasyon işlemidir. Karar matrisindeki değerler normalize edilir. Her kriterin performans değerleri, genellikle 0 ile 1 arasında olacak şekilde yeniden ölçeklendirilir.

$$r_{ij} = \frac{a_{ij}}{\sqrt{\sum_{i=1}^{m} a_{ij}^2}}$$

(i = 1,2, … ,m ve j = 1,2, … ,p)

3.Adım: Bu adımda, normalize edilmiş karar matrisi kriterlere göre önem katsayıları w_i ile çarpılır ve ağırlıklandırma işlemi gerçekleştirilir.

$$V_{ij} = r_{ij} \,.\, w_{ij}$$

4.Adım: İdeal çözümlerin belirlenmesi adımıdır. Pozitif ideal çözüm (A^+) ve negatif ideal çözüm (A^-) belirlenir. Pozitif ideal çözüm, her kriter için en yüksek değerlere sahip olan havaalanı performansını temsil eder. Negatif ideal çözüm, her kriter için en düşük değerlere sahip olan havaalanı performansını temsil eder.

- Pozitif ideal çözüm için:

$$A^+ = \{(max_i v_{ij} | j \in J) \;,\; (min_i v_{ij} | j \in J')\}$$

$$A^+ = \{v_1^+, v_2^+, \cdots, v_n^+\}$$

- Negatif ideal çözüm için:

$$A^- = \{(min_i v_{ij} | j \in J) \;,\; (max_i v_{ij} | j \in J')\}$$

$$A^- = \{v_1^-, v_2^-, \cdots, v_3^-\}$$

5. Adım: Ayırım ölçülerinin hesaplanmasıdır. Bu uzaklık değerleri Öklidyen uzaklık yardımıyla elde edilirken pozitif ideal çözüme uzaklık S_i^+ ve negatif ideal çözüme uzaklık S_i^- olarak adlandırılır.

$$S_i^+ = \sqrt{\sum_{j=1}^{n} \left(v_{ij} - v_j^+\right)^2}$$

$$S_i^- = \sqrt{\sum_{j=1}^{n} \left(v_{ij} - v_j^-\right)^2}$$

6.Adım: İdeal çözüme görece yakınlık değerinin (C_i^+) hesaplanması TOPSIS yönteminin son aşamasıdır. Performans sıralaması sonuçları analiz edilir ve yorumlanır. En iyi performansa sahip alternatif veya alternatifler belirlenir. Karar vericiler, performans sıralaması sonuçlarına dayanarak kararlarını ve tercihlerini şekillendirir.

$$C_i^+ = \frac{S_i^-}{S_i^- + S_i^+}$$

3. ARAŞTIRMA VERİLERİNİN ANALİZİ ve BULGULAR

Entropi yöntemiyle elde edilen ağırlıklandırma sonuçları Tablo 4 de verilmiştir. 2019 yılı için en önemli kriterin 0,234586 önem katsayısı ile Havaalanı Alışveriş Mağazaları olduğu, ardından 0,167526 önem katsayı ile Yiyecek-İçecek Hizmetleri, 3.olarak 0,146981 önem katsıyı ile Wifi bağlantısı olduğu sonucuna ulaşılmıştır. Entropi ağırlıklandırma sonucuna göre ise en önemsiz kriter terminal oturma alanlarıdır.

Tablo 4- 2019 yılı Entropi kriter ağırlıkları

wj Değeri	0,076091	0,090253	0,064189	0,122374	0,167526	0,234586	0,146981	0,098001

2022 yılı analizine göre Entropi ağırlıklandırma sonucuna göre ise en önemli kriter 0,196411 katsayısı ile terminal temizliği çıkmıştır. 2. Sırada 0,176516 ile havaalanı personeli ve 3.sırada 0,161016 ile kuyruk bekleme süresi en önemli kriterler olmuştur. Entropi ağırlıklandırma sonucuna göre ise en önemsiz kriter terminal işaret ve yönlendirmeleridir.

Tablo 5- 2022 yılı Entropi kriter ağırlıkları

wj Değeri	0,161016	0,196411	0,113722	0,048361	0,080162	0,096583	0,127228	0,176516

Tablo 6 da TOPSIS ile yapılan değerlendirme işlemi sonrasında en yüksek hizmet kalitesine sahip havaalanının Londra Heathrow Havaalanı olduğu belirlenmiştir. Sıralamaya göre ikinci sırada Moskova Sheremetyevo Havaalanı ve üçüncü sırada ise Amsterdam Schiphol Havaalanı yer almaktadır.

Tablo 6- 2019 yılı TOPSIS başarı skor ve sıralamaları

	C_i^*	Sıralama
LHR	0,841021	1
CDG	0,424227	7
AMS	0,710706	3
FRA	0,339322	9
MAD	0,365191	8
BCN	0,094979	10
IST	0,480185	5
SVO	0,723752	2
MUC	0,680604	4
LGW	0,443467	6

Entropi yönteminin ardından TOPSIS ile yapılan değerlendirme işlemi sonrasında 2022 yılı için en yüksek hizmet kalitesine sahip havaalanının Münih Franz Josef Strauss Havaalanı olduğu belirlenmiştir. Sıralamaya göre ikinci sırada İstanbul Havaalanı ve üçüncü sırada ise Adolfo Suarez Madrid- Barajas Havaalanı yer almaktadır.

Tablo 7- 2022 yılı TOPSIS başarı skor ve sıralamaları

	C_i^*	Sıralama
LHR	0,385805	6
CDG	0,601484	4
AMS	0,378015	7
FRA	0,224512	9
MAD	0,621301	3
BCN	0,22863	8
IST	0,648472	2
SVO	0,399766	5
MUC	0,894444	1
LGW	0,190254	10

SONUÇ

Küreselleşme, dünyanın en hızlı ve önemli değişimlerine neden olmaktadır. Küreselleşme ile birlikte ulusal ve coğrafi sınırlarda ortadan kalkmaktadır. Havacılık sektörü de bu değişimlerden etkilenmektedir. Havacılık sektörünün en önemli ve en büyük paydaşlarından biri olan havalimanları da değişimlerden etkilenmektedir. Havacılığın çok yaygın olmadığı dönemlerde sadece ülkelere açılan kapılar olarak işlev gören havaalanları günümüzde birer yaşam merkezi haline gelmiştir. Yolcular artık sadece seyahat edecekleri havayollarını değil gidecekleri havaalanlarını seçmektedir. Günden güne değeri artan havaalanları için müşteri

memnuniyeti çok önemlidir. Müşteri memnuniyeti ise hizmet kalitesi ile doğru orantılıdır. Bu çalışmada da havaalanlarının günümüz toplumlarında artan öneminden yola çıkarak hizmet kalitesi performanslarının değerlendirilmesi amaçlanmıştır. Bu çalışmada 2019 yılında ACI 'den elde edilen veriler doğrultusunda en fazla yolcu trafiği olan 10 havaalanı çok kriterli karar verme yöntemleri olan Entropi ve TOPSIS yöntemleri ile incelenmiştir. Çalışmada 8 farklı kriter kullanılmıştır. Bu kriterler Skytrax sitesi üzerinden belirlenmiş ve veri değerlerine aynı site üzerinden ulaşılmıştır. COVID-19 öncesi ve sonrası yolcuların kriterlerinde ne gibi değişikler olduğunu gözlemleyebilmek adına 2022 yılının verileri de araştırmaya dahil edilmiştir.

Entropi yöntemiyle elde edilen ağırlıklandırma sonucunda 2019 yılı için en önemli kriterin 0,234586 önem katsayısı ile havaalanı alışveriş mağazaları olduğu, ardından 0,167526 önem katsayı ile yiyecek-içecek hizmetleri, 3.olarak 0,146981 önem katsıyı ile Wifi bağlantısı olduğu sonucuna ulaşılmıştır. Entropi ağırlıklandırma sonucuna göre ise en önemsiz kriter terminal oturma alanlarıdır.

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Yolcu beklenti ve memnuniyeti, COVID-19 öncesinde odak noktası olan kriterlerin yanı sıra yeni kriterlere de dayanmaya başlamıştır. Örneğin, hijyen ve temizlik önlemleri, havaalanı personelinin maske takması ve sosyal mesafe kurallarına uyumu gibi faktörler artık yolcuların öncelikli beklentileri arasındadır. Yolcular, havaalanlarında el dezenfektanlarına kolay erişim, sık sık temizlenen ortak kullanım alanları ve uygun sosyal mesafe önlemleri gibi tedbirlerin alınmasını beklemektedir.

Ayrıca, yolcuların seyahat öncesi ve sonrası test gereklilikleri, karantina önlemleri ve seyahat kısıtlamaları gibi faktörler de yolcu beklenti ve memnuniyetini etkileyen önemli unsurlardır. Yolcular, havaalanlarında bu tür gerekliliklerin düzgün bir şekilde uygulandığını görmek ve bu süreçlerin sorunsuz bir şekilde yönetildiğinden emin olmak istemektedir.

COVID-19 salgınının etkisiyle birlikte, havaalanlarının hizmet kalitesi performansının değerlendirilmesinde de değişiklikler yaşanmıştır. Müşteri memnuniyetini artırmak için havaalanları, sağlık ve güvenlik önlemlerine ağırlık verirken, aynı zamanda hızlı ve etkili hizmet sunmayı da sürdürmek zorundadır. Bu değişiklikler, havaalanlarının COVID-19 sonrası dönemde yolcu beklenti ve memnuniyetini karşılamak için stratejilerini revize etmelerini gerektirmiştir. Havaalanları, sağlık önlemlerini güçlendirmek, iletişim ve yönlendirme

sistemlerini iyileştirmek, teknolojiyi kullanarak teması azaltmak ve yolculara güvenli bir seyahat deneyimi sunmak için çeşitli önlemler almaktadır. Havaalanları, giderek artan yolcu talebini karşılamak için hizmet kalitesini sürekli olarak iyileştirmek zorundadır.

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Dünyanın En İşlek 10 Havalimanının Entropi Temelli TOPSIS Yöntemi ile Operasyonel ve Finansal Kıyaslanması

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ÖZET

Çağımızın en etkili ve dinamik sektörlerinden biri olan havacılık sektörü ülkelerin büyümelerine, istihdam olanaklarına ve gelişimlerine katkı sağlamaktadır. Bu nedenle ülkeler ekonomilerinin gelişmesine katkı sağlarken aynı zamanda havacılık sektörlerinin de büyümelerini amaçlamaktadır.
Ülkelerin neredeyse her şehrine inşa edilen havalimanlarının aktif olarak kullanılması ve performanslarının yüksek olması hem katma değer sağlarken hem de o havalimanına seyahat etmeyi planlayan yolcu potansiyelini etkilemektedir. Çalışmamıza konu olan Dünyanın en işlek 10 havalimanının da çeşitli operasyonel ve finansal kriterleri Çok Kriterli Karar Verme Tekniklerinden olan ENTROPI yöntemi ile önem dereceleri ağırlıklandırıldıktan sonra TOPSIS yöntemi ile bu alternatifler sıraya koyularak en yüksek performansa sahip havalimanının belirlenmesi amaçlanmaktadır.
Çalışmada analize dahil edilen havalimanları ACI 2021 yolcu verilerine bağlı olarak seçilmiştir. Bu kapsamda; Hartsfield-Jackson Atlanta Uluslararası Havalimanı, Beijing Capital Uluslararası Havalimanı, Los Angeles Uluslararası Havalimanı, Dubai Uluslararası Havalimanı, Tokyo Haneda Uluslararası Havalimanı, Chicago O'Hare Uluslararası Havalimanı, Londra Heathrow Uluslararası Havalimanı, Shanghai Pudong Uluslararası Havalimanı, Hong Kong Uluslararası Havalimanı, Sidney Kingsford Smith Uluslararası Havalimanı olarak toplam 10 adet havalimanından oluşmaktadır. Bu havalimanlarının performans değerlendirme analizinde kullanılacak kriterler (Cari oran, likit oran, aktif devir hızı, alacak devir hızı, özsermaye devir hızı, finansal kaldıraç oranı, toplam borç/özsermaye, maddi duran varlıklar/özsermaye, net kar marjı, özsermaye karlılık oranı, müşteri memnuniyeti, personel sayısı, havalimanının şehre uzaklığı, havalimanı büyüklüğü ve gecikme oranları) literatürde yer alan çalışmalardan belirlenmiştir.
Çalışmada analize dahil edilen finansal ve operasyonel kriterlerin, 2016-2021 yılları arasındaki verilerinin ortalamaları ile elde edilen analiz sonuçlarında Hartsfield-Jackson Atlanta Uluslararası Havalimanı ilk sırada yer alırken, Shanghai Pudong Uluslararası Havalimanı son sırada yer almaktadır.
Anahtar Kelimeler: Havacılık, Havalimanı, ÇKKV, Entropi, TOPSIS

Operational and Financial Comparison of the World's Top 10 Business Airports With The Entropy Based TOPSIS Method

ABSTRACT

The talented sector, which is one of the most effective and dynamic sectors of our age, contributes to the growth, employment resources and development of its countries. For this reason, while contributing to parts of the economies of countries, it also aims to grow the sectors of travelers.
The active use and high performance of airports built in almost every city of the countries both provide added value and affect the passenger potential who plan to travel to that airport. It is aimed to determine the airport with the highest performance by putting these criteria in order with the TOPSIS method, after various operational and financial criteria of the 10 busiest airports in the world, which are the subject of our study, are weighted with the ENTROPI method, which is one of the Multi-Criteria Decision-Making Techniques.

Airports obtained in the study were selected based on ACI 2021 passenger data. In this context; Hartsfield-Jackson Atlanta International Airport, Beijing Capital International Airport, Los Angeles International Airport, Dubai International Airport, Tokyo Haneda International Airport, Chicago O'Hare International Airport, London Heathrow International Airport, Shanghai Pudong International Airport, Hong Kong International Airport, Sydney Kingsford Smith International Airport consists of 10 airports in total. Criteria to be used in the performance evaluation analysis of these airports (current ratio, liquid ratio, asset turnover, receivables turnover, equity turnover, financial leverage ratio, total debt/equity, tangible assets/equity, net profit margin, return on equity ratio, customer satisfaction, number of personnel, distance from the airport to the city, airport size and delay rates) were determined from the studies in the literature.

Hartsfield-Jackson Atlanta International Airport is in the first place, while Shanghai Pudong International Airport is in the last place in the analysis results obtained with the averages of the data between 2016-2021 of the financial and operational criteria included in the analysis in the study.

Key words: Aviation, Airport, MCDM, Entropy, TOPSIS

1. GİRİŞ

Çağımızın en etkili ve dinamik sektörlerinden biri olan havacılık sektörü ülkelerin büyümelerine, istihdam olanaklarına ve gelişimlerine katkı sağlamaktadır. Bu nedenle ülkeler ekonomilerinin gelişimini sağlarken, aynı zamanda havacılık sektörlerinin de büyümesini amaçlamaktadır. Ülkelerin neredeyse her şehrine inşa edilen havalimanlarının aktif olarak kullanılması ve performanslarının yüksek olması hem katma değer sağlarken, hem de o havalimanına seyahat etmeyi planlayan yolcu potansiyelini etkilemektedir.

Küreselleşen dünyada artan rekabet ülkelerin söz sahibi haline gelmeleri ve politik kararlarını diğer ülkelere kabul ettirebilmeleri için büyük önem arz etmektedir. Bu nedenle ülkeler kendilerine katma değer sağlayacak sektörlere yatırım yaparak ekonomilerini ve pazar paylarını arttırmayı hedeflemektedirler.

Performans değerlendirme amacıyla ekonomi alanında ve çeşitli alanlarda binlerce analiz yöntemleri geliştirilmiştir (Akyüz ve Aydemir,2019). Farklı alternatifleri ve kriterleri aynı anda değerlendirme kabiliyeti ile Çok Kriterli Karar Verme (ÇKKV) teknikleri kullanılmaya başlandığı günden itibaren literatürde önemli ve geniş bir alanı kapsamaktadır.

Çalışmada dünyanın en işlek 10 havalimanının operasyonel ve finansal performans değerlendirmesi amaçlanmıştır. Havacılık alanında farklı ÇKKV yöntemleri kullanılarak performans değerlendirmesinin yapıldığı çalışmalar bulunmaktadır (Aktan ve Bodur, 2006). Fakat ele alınan çalışma dünyanın yolcu sayısı bakımından en işlek 10 adet havalimanını analize dahil ettiği ve 2016-2021 yılları arasındaki 5 yıllık dönemi temel aldığı için literatürde yer alan diğer çalışmalara kıyasla daha farklı bir nitelik taşımaktadır. Aynı zamanda literatür taraması sonucu analizlerde daha çok finansal kriterlerin esas alındığı saptanmıştır. Çalışmada esas alınan kriterler finansal (cari oran, likit oran, aktif devir hızı, alacak devir hızı, özsermaye devir hızı, finansal kaldıraç oranı, toplam borç/özsermaye, maddi duran varlıklar/özsermaye, net kar marjı, özsermaye karlılık oranı) ve operasyonel kriterler (müşteri memnuniyeti, personel sayısı, havalimanının şehre uzaklığı, havalimanı büyüklüğü ve gecikme oranları) şeklindedir. Çalışmanın havalimanlarını hem finansal, hem de operasyonel açıdan ayrı ayrı analiz etmesi nedeniyle literatürdeki çalışmalara göre daha kapsamlı bir nitelik arz ettiği düşünülmektedir. .

Çalışma, havalimanlarının iyileştirme alanlarını belirlemeleri için bir referans noktası sağlayacaktır. Çalışmanın bulguları, havalimanı işletmecileri tarafından yolcu tercihlerinde önemli kriterleri belirlemek, kaynakları daha etkin bir şekilde tahsis etmek ve havalimanının genel performansını iyileştirecek stratejik kararlar almak için de kullanılabilir. Genel olarak, bu çalışma küresel ulaşım altyapısının iyileştirilmesine katkıda bulunarak havalimanlarının daha verimli ve yolcu potansiyelinin farkında, katma değeri yüksek olarak kullanılması için daha verimli ve erişilebilir hale getirilmesine yardımcı olacaktır.

Çalışma beş ana bölümden oluşmaktadır. İkinci bölüm literatür taraması; çalışmaya konu olan yöntem ve havalimanlarının literatürde yer alan farklı çalışmalarının incelenmesi ile oluşturulmuştur. Üçüncü bölümde kullanılan yöntemler detaylı biçimde sunulmuştur. Dördüncü bölüm uygulama bölümüdür. Son bölüm ise sonuç ve değerlendirmeleri içermektedir.

2. LİTERATÜR TARAMASI

Gelişen ve küreselleşen dünyada zaman kavramının önemini arttırması ile ticari, teknolojik ve turizm gibi çeşitli faktörler aracılığıyla havacılık sektörü gelişmeye ve büyümeye başlamıştır. Devamlı olarak gelişim içinde olan bu sektörde havayollarının büyümeleri ve kar elde etmeleri için kullanım oranlarını etkileyen havalimanları büyük önem taşımaktadır (Altınkurt ve Merdivenci, 2020; Bakır ve Akan, 2018).

Yolcuların ulaşmak istedikleri son noktaya en hızlı, güvenilir ve uygun şekilde ulaşma istekleri gerek transfer noktası gerekse son nokta olarak kullanılan havalimanlarını seçim anında etkilemektedir. İşlevleri, şehir merkezine uzaklıkları gibi kullanım kolaylığına sebebiyet veren etkenler yolcuların havalimanı seçme tercihlerini önemli ölçüde etkilemektedir. Çalışmanın bu bölümünde bu konuyu ele alan çalışmaların incelemesine yer verilmiştir.

Ömürbek ve Kınay (2013), BIST' de faaliyet gösteren bir havayolu şirketinin Frankfurt Menkul Kıymetler Borsası'nda faaliyet gösteren bir havayolu şirketine kıyasla performansını analiz edilmeye çalışmışlardır.

Altın vd. (2017), 2010-2015 yılları arasındaki Avrupa'nın yolcu sayısı bakımından en büyük 20 havalimanının performanslarını ölçümlemeyi amaçlamışlardır. Bu amaçla performansı etkileyen kriterler (yolcu sayısı, terminal sayısı, uçak stand sayısı, otopark kapasitesi, pist sayısı, havalimanının şehir merkezine uzaklığı, vb.) olarak belirlenmiştir. Yapılan analiz sonucunda COPRAS yönteminde, ilk üç sırada Madrid Barajas Havalimanı, Frankfurt am Main Havalimanı ve Charles de Gaulle Havalimanı yer alırken Atatürk Havalimanı on birinci sırada yer almaktadır.

Asker vd. (2018), Türkiye' de faaliyet gösteren 15 havalimanının performansını ÇKKV tekniklerinden Entropi temelli TOPSIS yöntemi kullanarak değerlendirmeyi amaçlamışlardır. Sonuçlar çalışmaya dahil edilen 15 havalimanının Türkiye' de faaliyet gösteren diğer havalimanlarına kıyasla daha etkin çıktığı ve daha iyi performans gösterdiğine işaret etmektedir.

Avcı ve Çınaroğlu (2018), AHP temelli TOPSIS yöntemi ile havayolu işletmelerinin finansal analizini gerçekleştirmişlerdir. Analize dahil edilen kriterler cari oran, nakit oran, finansal kaldıraç oranı, özsermaye çarpanı, aktif devir hızı kriterleridir. Çalışmanın sonucuna göre performans değerlendirmede birinci sırada Rynair yer alırken, son sırada ise Lufthansa yer almaktadır.

Bakır ve Akan (2018), 2016 yılının yolcu sayısı bakımından en yoğun havalimanlarının hizmet kalitesi performansını Entropi temelli TOPSIS yöntemi ile analiz etmişlerdir. Araştırmaya terminal oturma alanları, terminal işaret ve yönlendirmeler, gıda hizmetleri, eğlence merkezleri ve havalimanı çalışanları gibi birçok kriter dahil edilerek hizmet kalitesini etkileyen faktörler değerlendirilmiştir. Çalışmanın sonucuna göre, Münih Havalimanı birinci sırada yer almaktadır.

Altınkurt ve Merdivenci (2020), çalışmalarında SKYTRAX'e üye olan 11 havayolunda iş amaçlı business class sınıfta seyahat etmekte olan yolcuların aldıkları hizmetten hangi ölçüde memnun kaldıklarını belirlemeyi amaçlamışlardır. Çalışmada AHP temelli EDAS yöntemi kullanımı tercih edilmiştir. Yapılan analizin sonucunda, hizmet kalitesi en iyi olan firma Ana Air olarak belirlenmiştir.

Köse (2021), çalışmasında THY A.O. ve Pegasus Hava Taşımacılık A.Ş. belirli kriterler çerçevesinde 2014-2019 yılları arasındaki verileri analiz edilmiş olup yapılan analizde CASK ve RASK verileri Pegasus Havayollarında daha yüksek çıkmıştır. Yapılan analizin ikinci

kısımda 7 adet finansal kriter kullanılarak TOPSIS yöntemi ile analiz tekrar edilmiştir. Bu sonuca göre de ilk analize benzer şekilde Pegasus Havayolları'nın finansal açıdan THY A.O.'ya göre daha başarılı olduğu sonucuna ulaşılmıştır.

Özbek ve Ghouchi (2021), çalışmalarında havacılık sektöründe yer alan 5 önemli firma (Air France, Easyjet, Lufthansa, Rynair ve THY) 2009-2018 verileri esas alınarak WASPAS ve EDAS yöntemleri ile analiz edilmiştir. Analiz sonucunda performansı en yüksek havayolu şirketinin Rynair, performansı en düşük havayolu şirketinin ise Lufthansa olduğu belirlenmiştir.

3. YÖNTEM

Çalışmada Entropi destekli TOPSIS yöntemi kullanılmıştır. Analiz süreinde kriter ağırlıkları Entropi yöntemi ile belirlenmiş, sonrasında TOPSIS yöntemi ile havalimanlarının operasyonel ve finansal performans sıralamasına ulaşılmıştır.

3.1. ENTROPİ Yöntemi

Entropi Yöntemi, bilgi teorisinde, karar vermede, belirsizlik ve rastgeleliğin ölçümü ile ilgilenen çeşitli alanlarda kullanılan ÇKKV yöntemlerinden birisidir. Bu yöntem, bir sistemin düzensizliğinin veya rastgeleliğinin bir ölçüsü olan entropi kavramına dayanmaktadır (Altın vd., 2017).

Karar verme sürecinde entropi yöntemi, farklı alternatiflerin performansını birden çok kritere göre değerlendirmek için kullanılır. Entropi yöntemi, en iyi alternatifin en yüksek rastgelelik veya düzensizlik derecesine sahip olduğu ilkesine dayanmaktadır. Bu ilke, farklı kriterlere ağırlık atamak ve alternatifleri genel performanslarına göre sıralamak için kullanılmaktadır (Bakır ve Akan, 2018).

Yöntemin uygulama adımları şu şekildedir (Kiracı ve Bakır, 2018)

Adım 1: Karar Matrisinin Oluşturulması

İlk adım olarak tanımlanan bu adımda analize dahil edilecek olan verileri satırların alternatifleri ve sütunların kriterleri temsil ettiği bir karar matrisi tesis edilir.

Adım 2: Normalize Edilmiş Karar Matrisinin Oluşturulması

Adım 1'de yer alan normalize edilmiş karar matrisi aşağıda yer alan formül yardımı ile kriterlerin fayda ve maliyet etkilerini göz etmeksizin normalize edilir.

$$r_{i_J} = \frac{\boldsymbol{a_{ij}}}{\sum_{1}^{j} \boldsymbol{a_{ij}}}$$

Adım 3: Kriterlere İlişkin Entropi Değerlerinin (e_j) Hesaplanması

Bu adımda kriterlerin Entropi değerleri aşağıda yer alan formül ile hesaplanmaktadır. Elde edilen sonuçlar 0-1 arasında yer almaktadır.

$$e_J = -k \sum_{j=1}^{n} r_i \cdot ln(rj) \qquad (i=1,2,3,\ldots,m \text{ ve } j=1,2,3,\ldots,n)$$

Adım 4: Bilginin Farklılaşma Derecesinin (d_j) Hesaplanması

Bu adımda elde edilen değerler kriterlere ilişkin alternatifler arasındaki farklılığın derecesini ifade etmektedir.

$$d_j = 1\text{-}e_j \qquad (i=1,2,3,\ldots,m \text{ ve } j=1,2,3,\ldots,n)$$

Adım 5: Kriter Ağırlıklarının (w_j) Hesaplanması

Analizin son adımını oluşturan bu formülde analize dahil edilen kriterlerin ağırlıklarını başka bir deyişle önem derecelerini belirlemektedir. Bu adımda elde edilen kriter ağırlıklarının toplamının 1' e eşit olması gerekmektedir.

$$w_J = {1 - e_J}\Big/{\sum_{i=1}^{n} (1 - e_j)}$$

3.2. TOPSIS Yöntemi

TOPSIS veya İdeal Çözüme Benzerliğe Göre Sipariş Tercihi Tekniği, yaygın olarak kullanılan çok kriterli bir karar verme yöntemidir. Birden çok kritere dayalı olarak farklı alternatiflerin performansını değerlendirmek için kullanılan matematiksel bir tekniktir. TOPSIS yöntemi, "ideal çözüm" ve "ideal olmayan çözüm" kavramlarına dayanmaktadır (Altın vd., 2017).

TOPSIS yöntemi, finans, tedarik zinciri yönetimi, ulaşım, sağlık, pazarlama, eğitim, enerji, çevre ve kentsel planlama gibi birçok alanda yaygın olarak kullanılmaktadır. Yöntem, bilim topluluğunda yaygın olarak kabul edilmiştir ve (Hwang,1981) çeşitli alanlarda birçok çalışmada kullanılmıştır.

TOPSIS yönteminin uygulama adımları şu şekildedir (Avcı ve Çınaroğlu, 2018):

Adım 1: Karar Matrisinin Oluşturulması

Başlangıç karar matrisi bu adımda tesis edilir.

Adım 2: Normalize Edilmiş Karar Matrisinin Oluşturulması

İlk adımda oluşturulan karar matrisinin sütunlarında yer alan her bir değer bulunduğu sütunun tüm elemanlarının kareleri toplamının karekökü ne bölünmesi işlemi ile normalize işlemi tamamlanmaktadır. Formülün matematiksel gösterimi aşağıda yer almaktadır.

$$r_{iJ} = \frac{a_{iJ}}{\sum_{1i=1}^{m} a_{iJ}^2} \qquad \text{(i=1,2,3,….,m ve j=1,2,3,….,p)}$$

Adım 3: Ağırlıklı Normalize Karar Matrisinin (V) Oluşturulması

Bu adımda matriste yer alan her bir sütundaki (r_{ij}) değerleri, bulunduğu sütunun her bir ağırlık değeri (w_{ij}) ile çarpılarak ağırlıklandırılmış normalize karar matrisi elde edilmektedir.

$$v_{ij} = r_{ij} \cdot w_{ij}$$

Adım 4: Pozitif İdeal (A^+) ve Negatif İdeal (A^-) Çözümlerin Elde Edilmesi

Adım 3'te elde edilen ağırlıklandırılmış normalize karar matrisi (V) oluşturulduktan sonra analizin amacına bağlı olarak her bir kriterin pozitif ideal ve negatif ideal çözüm kümeleri elde edilmektedir. Kriterler fayda nitelikli ise pozitif ideal çözüm V matrisinin sütunlarının en büyük değerini oluştururken; negatif ideal çözüm ise V matrisinin en küçük değerini kapsamaktadır. Değerlendirme ölçütü maliyet nitelikli ise pozitif ideal çözüm V matrisinin sütunlarının en küçük değerini oluştururken; negatif ideal çözüm ise V matrisinin en büyük değerini kapsamaktadır. Belirtilen durumun matematiksel gösterimi aşağıda yer almaktadır.

Pozitif ideal çözüm değerleri,

$A^+ = \{(\max_i v_{ij} \setminus j \epsilon J), \quad (\min_i v_{ij} \setminus j \epsilon J)\} \qquad A^+ = \{v_1^+, v_2^+, \ldots, v_n^+\}$

Negatif ideal çözüm değerleri,

$A^+ = \{(\min_i v_{ij} \setminus j \epsilon J), \quad (\max_i v_{ij} \setminus j \epsilon J)\}$ $\quad A^+ = \{v_1^-, v_2^-, \ldots, v_n^-\}$

Adım 5: Pozitif İdeal ve Negatif İdeal Çözümlere Olan Uzaklık Değerlerinin ($S_i^+ \; ve \; S_i^-$) Hesaplanması

Bu adımda analize dahil edilen kriterlerin her bir karar alternatifi için pozitif ideal ve negatif ideal çözüme olan uzaklıkları oklidyen uzaklık yardımı ile hesaplanmaktadır. Bulunan değerlerden pozitif ideal çözüme olan uzaklık, S_i^+ ifadesi ile gösterilirken; negatif ideal çözüme uzaklık ifadesi, S_i^- ile gösterilmektedir. İfadelerin matematiksel gösterimi aşağıda yer almaktadır.

Pozitif ideal çözüme olan uzaklık,

$$S_i^+ = \sqrt{\sum_{J=1}^{n} \left(V_{i_J} - V_i^+\right)^2}$$

Negatif ideal çözüme olan uzaklık,

$$S_i^- = \sqrt{\sum_{J=1}^{n} \left(V_{i_J} - V_i^-\right)^2}$$

Adım 6: İdeal Çözüme Görece Yakınlık Değerinin (C_i^+) Hesaplanması

Analizin son aşaması olan bu adımda elde edilen $S_i^- ve \; S_i^+$ değerleri yardımıyla belirlenen her bir alternatifin ideal çözüme göre uzaklığının hesaplanması sağlanmaktadır. Bulunan değerler 0-1 arasında yer almaktadır. Elde edilen değer 1'e ne kadar yakınsa pozitif ideal çözüme olan mutlak yakınlığını ifade etmektedir.

$$C_i^+ = \frac{s_i^-}{S_i^- + S_i^+}$$

Son aşamada hesaplanan değerler büyükten küçüğe sıralanarak analizdeki karar alternatiflerinin performanslarının sıralaması elde edilmektedir.

4. UYGULAMA

Çalışmada ACI verilerine göre 2021 yılında Dünya'da en fazla yolcu sayısına ulaşan havalimanlarının operasyonel ve finansal performans değerlendirilmesi ÇKKV tekniklerinden Entropi temelli TOPSIS yöntemi kullanılarak analiz edilmiştir. Analize dahil edilen havalimanları ve yolcu sayıları Tablo 1'de gösterilmektedir.

Tablo 1: Analize Dahil Edilen Havalimanları ve Yolcu Sayıları

IATA Kodu	Havalimanının Adı	Yolcu Sayısı
ATL	Hartsfield-Jackson Atlanta Uluslararası Havalimanı	107 milyon

PEK	Beijing Capital Uluslararası Havalimanı	100 milyon
LAX	Los Angeles Uluslararası Havalimanı	87.5 milyon
DXB	Dubai Uluslararası Havalimanı	87.3 milyon
HND	Tokyo Haneda Uluslararası Havalimanı	85 milyon
ORD	Chicago O'Hare Uluslararası Havalimanı	80 milyon
LHR	Londra Heathrow Uluslararası Havalimanı	80 milyon
PVG	Shanghai Pudong Uluslararası Havalimanı	72 milyon
HKG	Hong Kong Uluslararası Havalimanı	60 milyon
SYD	Sidney Kingsford Smith Uluslararası Havalimanı	42 milyon

Çalışmaya dahil edilen operasyonel ve finansal kriterler literatür incelemesinde yer verilen çalışmalar esas alınarak belirlenmiştir (Aktan ve Bodur, 2006, 61; Ömürbek ve Kınay, 2013, 356; Shaverdi vd., 2016, 250; Altın vd., 2017, 1052; Avcı ve Çınaroğlu, 2018, 322; Bakır ve Akan, 2018, 636; Asker vd., 2018, 517; Altınkurt ve Merdivenci, 2020, 52; Köse, 2021, 626; Özbek ve Ghouchi, 2021, 584). Bu kriterlere dair açıklamalar Tablo 2'de sunulmuştur.

Tablo 2: Analize Dahil Edilen Finansal Kriterler

Oranlar	**Çalışmaya Dahil Edilen Oranlar**	**Formül**
Likidite	Cari Oran (L_1)	Dönen Varlıklar/Kısa Vadeli Borçlar
	Likit Oran (L_2)	Likit Varlıklar/Kısa Vadeli Borçlar
Faaliyet	Aktif Devir Hızı (O_1)	Net Satış/Aktifler
	Alacak Devir Hızı (O_2)	Net Satış/Kısa Vadeli Alacaklar
	Özsermaye Devir Hızı (O_3)	Net Satış/Özsermaye
Finansal	Finansal Kaldıraç Oranı (F_1)	Toplam Borç/Toplam Varlık
	Toplam Borç/Özsermaye (F_2)	Toplam Borç/Özsermaye
	Maddi Duran Varlık/ Özsermaye (F_3)	Maddi Duran Varlıklar/Özsermaye
Karlılık	Net Kar Marjı (K_1)	Net Kar/Net Satış
	Özsermaye Karlılık Oranı (K_2)	Net Kar/Özsermaye

Çalışmaya dahil edilen finansal oranlar işletmelerin 2016-2021 yılları arasında yayınlanan finansal tabloları kullanarak hesaplanmıştır. Bu veriler analize dahil edilirken havalimanları bazında 5 yıllık ortalamaları alınarak kullanılmıştır.

Çalışmada operasyonel performans analizinde kullanılan kriterlere ise Tablo 3'te yer verilmiştir (Aktan ve Bodur, 2006, 61; Ömürbek ve Kınay, 2013, 356; Shaverdi vd., 2016, 250; Altın vd., 2017, 1052; Avcı ve Çınaroğlu, 2018, 322; Bakır ve Akan, 2018, 636; Asker vd., 2018, 517; Altınkurt ve Merdivenci, 2020, 52; Köse, 2021, 626; Özbek ve Ghouchi, 2021, 584).

Tablo 3: Analize Dahil Edilen Operasyonel Kriterler

Kod	Kriter Adı
H_1	Müşteri Memnuniyeti
H_2	Personel Sayısı
H_3	Havalimanının Şehre Uzaklığı
H_4	Havalimanı Büyüklüğü (m^2)
H_5	Gecikme Oranları

Analize dahil edilen operasyonel kriterler havalimanlarının değerlendirmesini içeren Skytrax verilerinden ve web sitelerinde yayınlanan anketlerden elde edilmiştir. Veriler analize dahil edilirken belirlenen 5 yıllık ortalamaları alınarak kullanılmıştır.

4.1 Entropi Yöntemi ile Kriter Ağırlıklarının Belirlenmesi

Analiz için oluşturulan ve finansal oranları kapsayan karar matrisi Tablo 4'de yer almaktadır. Bu matris kriterlerin 2016-2021 yılları arasındaki ortalama değerleri ile elde edilmiştir.

Tablo 4: Havalimanlarının Finansal Kriterleri Esas Alınarak Oluşturulmuş Karar Matrisi

Kriterler / Havalimanları	L_1	L_2	O_1	O_2	O_3	F_1	F_2	F_3	K_1	K_2
ATL	2,6482	3,8467	2,8390	2,3683	3,3809	3,1025	2,3694	3,1102	2,9940	3,5648
PEK	1,7501	2,3684	1,2283	1,3802	1,2792	2,3780	2,3011	1,2693	1,7121	1,3872
LAX	3,9152	3,5739	3,4783	2,3682	3,8801	2,1794	2,4682	2,3001	2,3889	2,1009
DXB	2,5683	1,7308	2,3700	2,2793	2,4463	1,2719	1,3710	2,1804	1,4507	2,5683
HND	1,2536	1,2630	2,2603	1,2790	2,1677	2,2887	2,5793	1,9253	1,3572	1,7300
ORD	2,9029	2,3674	3,3678	2,0216	2,4352	3,7940	2,6704	2,1770	2,1633	2,6628
LHR	2,0036	2,6388	3,4709	2,9726	3,5241	2,2207	2,1780	2,0054	2,1780	2,3004
PVG	1,2410	1,2680	1,3782	1,3901	2,7635	1,0049	2,5093	1,2339	1,9036	1,7702

HKG	2,0190	1,0947	1,2680	2,3022	1,8164	2,1683	2,1862	1,7080	2,1195	2,4803
SYD	3,0327	2,6673	3,4783	2,3791	2,9200	2,3671	2,4701	2,1351	2,7031	3,0021

Analiz için oluşturulan ve operasyonel oranları kapsayan karar matrisi Tablo 5'de yer almaktadır. Bu matris kriterlerin 2016-2021 yılları arasındaki ortalama değerleri ile elde edilmiştir.

Tablo 5: Havalimanlarının Operasyonel Kriterleri Esas Alınarak Oluşturulmuş Karar Matrisi

Kriterler / Havalimanları	**H_1**	**H_2**	**H_3**	**H_4**	**H_5**
ATL	2,7384	3,2451	2,3698	3,5739	3,5833
PEK	1,4673	2,1681	1,3480	2,8530	2,6940
LAX	3,2170	2,0027	2,4802	3,5604	2,0318
DXB	2,1439	2,1792	2,6950	2,1537	2,5683
HND	1,2004	2,6743	2,6127	2,6805	1,4711
ORD	3,8839	2,1801	3,5803	3,4152	2,7500
LHR	3,1277	2,9279	3,6401	3,8503	2,6218
PVG	1,0991	2,1023	1,5932	2,3571	1,2735
HKG	2,7341	1,9020	2,4607	2,7492	2,4792
SYD	3,6573	3,2791	3,5172	2,8594	2,8540

Finansal kriterlerin ağırlık katsayıları Tablo 6'da operasyonel kriterlerin ağırlık katsayıları ise Tablo 7'de yer almaktadır.

Tablo 6: Finansal Kriterlere İlişkin (w_j) Değerleri

L_1	**L_2**	**O_1**	**O_2**	**O_3**	**F_1**	**F_2**	**F_3**	**K_1**	**K_2**
0,00730837	0,00757777	0,00914327	0,00707986	0,6443926	0,076294458	0,05769203	0,05804114	0,06368651	0,068783992

Tablo 7: Operasyonel Kriterlere İlişkin (w_j) Değerleri

H_1	**H_2**	**H_3**	**H_4**	**H_5**
0,17773744	0,057478	0,646497	0,0603351	0,05795246

Entropi yöntemi ile analizde elde edilen w_j değerleri toplamı 1'e eşit olmaktadır ve sonuçlar bir sonraki aşama olan TOPSIS yönteminin analizinde kriter ağırlıkları olarak kullanılacaktır.

4.2. TOPSIS Yöntemi ile Havalimanlarının Operasyonel ve Finansal Performans Değerlendirmesi

TOPSIS yöntemi uygulama adımları sonrasında alternatiflerin ideal çözüme yakınlık değerleri hesaplanmış ve hem finansal, hem de operasyonel açıdan performans sıralamaları elde edilmiştir. Ulaşılan sonuçlar Tablo 8 ve Tablo 9'da yer almaktadır.

Tablo 8: Alternatiflerin İdeal Çözüme Yakınlık Değerleri (Finansal)

	C_i^+	Sıralama
ATL	0,4128610	**1**
PEK	0,1153625	**9**
LAX	0,3072829	**4**
DXB	0,2946217	**5**
HND	0,0213781	**7**
ORD	0,2794803	**6**
LHR	0,3481360	**2**
PVG	0,1123168	**10**
HKG	0,0163285	**8**
SYD	0,0321937	**3**

Tablo 9: Alternatiflerin İdeal Çözüme Yakınlık Değerleri (Operasyonel)

	C_i^+	Sıralama
ATL	0,4429710	**1**
PEK	0,1753864	**8**
LAX	0,3721735	**4**
DXB	0,3319820	**5**
HND	0,2139736	**7**
ORD	0,0392181	**3**
LHR	0,0428079	**2**
PVG	0,0142018	**10**
HKG	0,0143470	**9**
SYD	0,3189812	**6**

Hem finansal hem de operasyonel açıdan performansı en yüksek havalimanının Hartsfield-Jackson Atlanta Uluslararası Havalimanı olduğu sonucuna ulaşılmıştır. Performasnı en düşük olan havalimanı ise Shanghai Pudong Uluslararası Havalimanı'dır.

5. SONUÇ ve ÖNERİLER

Küreselleşen dünyada artan rekabet ortamı ülkeleri pek çok açıdan global hale getirirken birbirleri ile girdikleri rekabeti sektörler bazında da etkilemektedir. Ülkelerin gayri safi yurt içi ve milli hasıla değerlerine doğrudan katkısı olan havacılık sektörü bu açıdan ülkelere en önemli katma değeri kazandıran sektörlerin başında yer almaktadır. Yaşanan rekabet ortamında stratejik olarak büyümeyi hedef alan ülkelerin aynı zamanda borç ve öz kaynak dengelerini doğru ifade eden politikalar geliştirerek hem istihdamı arttırmaları hem de turizm başta olmak üzere ulaşım ve ticari amaçlı havacılık faaliyetlerini doğru yönlendirmeleri ve doğru kararlar vermeleri gerekmektedir (Kiracı ve Asker, 2018; Shaverdı vd., 2015).

Günümüzde artan havacılık ihtiyacını karşılamak adına ülkeler önemli adımlar atarken, yeni kurulan havalimanlarının ülkeye olan kar katkılarının yanı sıra zarara neden olmaları da kaçınılmaz bir gerçektir. Bu kapsamda ülkelerin doğru pazar payı analizleri yaparak ülkelerindeki transfer bölgelerini belirlemeleri, yeni yatırımlara ek olarak mevcutta bulunan havalimanlarına sağlanacak katma değerleri doğru analiz etmeleri gerekmektedir. Bu anlamda yolcuların hangi sebeplerle havalimanlarını kullandıkları (transfer bölge, one way uçuşlar, iç hat seferler, gibi…) iyi analiz edilerek gerekli yatırımların gerçekleştirilmesi gerekmektedir (Budak ve Sakarya, 2022).

Çalışmada ACI verileri temel alınarak 2021 yılında dünyada en fazla yolcu taşıyan 10 adet havalimanı (Hartsfield-Jackson Atlanta Uluslararası Havalimanı, Beijing Capital Uluslararası Havalimanı, Los Angeles Uluslararası Havalimanı, Dubai Uluslararası Havalimanı, Tokyo Haneda Uluslararası Havalimanı, Chicago O'Hare Uluslararası Havalimanı, Londra Heathrow Uluslararası Havalimanı, Shanghai Pudong Uluslararası Havalimanı, Hong Kong Uluslararası Havalimanı, Sidney Kingsford Smith Uluslararası Havalimanı) hem finansal hem de operasyonel performansları açısından analiz edilmiştir. Analizde kullanılan finansal kriterler; cari oran, likit oran, aktif devir hızı, alacak devir hızı, özsermaye devir hızı, finansal kaldıraç oranı, toplam borç/özsermaye, maddi duran varlıklar/özsermaye, net kar marjı, özsermaye karlılık oranından oluşmaktadır. Elde edilen finansal verilere ek olarak operasyonel kriterler de Skytrax verileri taranarak seçilmiştir. Bu kriterler; müşteri memnuniyeti, personel sayısı, havalimanının şehre uzaklığı, havalimanı büyüklüğü ve gecikme oranlarından oluşmaktadır. Analize dahil edilen bu kriterlerin daha rasyonel ve objektif olabilmesi amacıyla 2016-2021 yılları arasındaki verilerin ortalamaları analize dahil edilmiş olup, kriterler önce ENTROPI yöntemi ile ağırlıklandırma işlemi yapılarak önem dereceleri belirlenmiştir. Belirlenen bu önem dereceleriyle birlikte objektif bir analiz olan TOPSIS yöntemi kullanılarak havalimanı performans sıralamaları elde edilmiştir.

Çalışmanın sonucuna göre, finansal açıdan Hartsfield-Jackson Atlanta Uluslararası Havalimanı ilk sırada, Londra Heathrow Uluslararası Havalimanı ikinci sırada ve Sidney Kingsford Smith Uluslararası Havalimanı üçüncü sırada yer alırken, Shanghai Pudong Uluslararası Havalimanı son sırada yer almaktadır. Operasyonel olarak yapılan analiz incelendiğinde, finansal analize benzer bir sonuca ulaşılmıştır. İlk sırada, Hartsfield-Jackson Atlanta Uluslararası Havalimanı; ikinci sırada Londra Heathrow Uluslararası Havalimanı ve üçüncü sırada Chicago O'Hare Uluslararası Havalimanı yer almaktadır. Son sırada ise, Shanghai Pudong Uluslararası Havalimanı yer almaktadır.

Gelecek çalışmalarda farklı ÇKKV tekniklerinin kullanımı ile havalimanlarının performans analizi konu edinilebilir. Ulaşılan sonuçlar mevcut çalışma bulguları ile kıyaslanabilir.

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Tüketici ve Üretici Fiyat Endekslerinin Kisa ve Uzun Dönem Analizi: Türkiye Örneği

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ÖZET

Tüketici ve üretici fiyat endeksleri ve buna göre şekillenen enflasyon ülkelerin refah seviyesine etki eden en önemli değişkenlerden bazılarıdır. Tüketici Fiyat Endeksi (TÜFE) ise bireylerin üretilen mal ve hizmetler karşısında, arz-taleplerini ölçerek "Enflasyon" kavramını ortaya koymaktadır. ÜFE ve TÜFE piyasadaki ekonomik şartları ve konjonktürel dalgalanmaları da içermektedir. Üretici Fiyat Endeksi ve Tüketici Fiyat Endekslerinin hangi faktörlere göre şekil aldığı hem ekonominin refahının ölçülmesi hem de oluşturulacak politikaların etkinliği bakımından oldukça önemlidir. Tüketici ve üretici fiyat endekslerini etkileyen faktörler ise döviz kuru, emtia fiyatları, üretim düzeyi ve faiz oranları gibi değişkenlerdir. Bu çalışmanın amacı, Türkiye'de 2019-2022 dönemleri arasındaki Tüketici Fiyat Endeksi (TUFE) ile açıklayıcı değişkenler Üretici Fiyat Endeksi (UFE), Amerikan Doları (USD) , Avrupa Para Birimi (Euro) ve Brend Petrol fiyatları arasında uzun ve kısa dönem ilişkilerini incelemektir. Buna göre döviz kurlarından enflasyona geçiş etkisinin olup olmadığı test edilecektir. Çalışmada yöntem olarak, modeldeki değişkenlerin durağanlık mertebeleri I(O) ve I(1) olarak farklı olduğundan dolayı ARDL modeli kullanılacaktır. Yerli ve yabancı literatürde TÜFE ile ÜFE, döviz kuru, faiz oranları ve petrol fiyatları gibi değişkenler arasında eşbütünleşmenin olduğu sonuçlarına ulaşılmıştır. Çalışmamızın sonuçlarına göre değişkenler arasında uzun dönemli ilişki tespit edilmiş ve kısa dönemdeki sapmaların uzun dönemde tekrar dengede olduğu gözlemlenmektedir. İstatistiksel olarak anlamlı sonuçlanan değişkenler arasında TÜFE'yi uzun dönemde en yüksek katsayı ile Amerikan Doları etkilemektedir. Bu sonuç ithalatın genellikle Amerikan Dolarına bağlı olarak gerçekleştirilmesine bağlı olabilir. Döviz kuru geçişkenliği incelendiğinde Amerikan Dolarından, TÜFE'ye geçiş etkisi söz konusu iken EURO para biriminden TÜFE'ye negatif yönlü bir geçiş etkisi bulunmuştur. Diğer çalışmalardan farklı olarak Euro değişkenindeki bir birimlik artış TÜFE değişkeninde azalışa sebep olmaktadır. Türkiye'nin Avrupa ile yaptığı ihracatında para birimini Euro olarak tercih etmesi, Döviz kuru ile enflasyon geçişkenliğinin ters yönde çıkmasına neden olmuştur.
Anahtar Kelimeler: ÜFE, TÜFE, Döviz Kuru, Enflasyon, ARDL,

Short and Long Term Analysis of Consumer and Producer Price Indices: the Case of Turkey

ABSTRACT

Consumer and producer price indices and inflation are some of the most important variables that affect the welfare level of countries. The Consumer Price Index (CPI), on the other hand, reveals the concept of “Inflation” by measuring the supply-demand of individuals against the goods and services produced. The PPI and CPI coefficients also include the economic conditions in the market and cyclical fluctuations. The factors according to which the Producer Price Index and the Consumer Price Indices are shaped are very important both in terms of measuring the welfare of the economy and the effectiveness of the policies to be formed. Factors affecting consumer and producer price indices are variables such as exchange rate, commodity prices, production level and interest rates.

The aim of this study is to examine the long- and short-term relationships between the Consumer Price Index (CPI) and the explanatory variables Producer Price Index (PPI), US Dollar (USD), European Currency (EURO) and Brand Oil prices in Turkey for the period 2019-2022. Accordingly, whether there is a pass-through effect from exchange rates to inflation will be tested. The ARDL model will be used as a method in the study, since the stationarity levels of the variables in the model are different as I(O) and I(1). In the domestic and foreign literature, it has been concluded that there is cointegration between variables such as CPI and PPI, exchange rate, interest rates and oil prices. According to the results of our study, a long-term relationship was determined between the variables and the short-term deviations were in balance again in the long-term was observed. This result may be due to the fact that imports are usually denominated in US Dollars. When the exchange rate pass-through is analyzed, there is a pass-through effect from the US Dollar to the CPI, while a negative pass-through effect from the EURO currency to the CPI is found. Unlike other studies, a one-unit increase in the Euro variable causes a decrease in the CPI variable. The fact that Turkey preferred Euro as the currency in its exports to Europe caused the exchange rate and inflation pass-through to go in the opposite direction.
Keywords: PPI, CPI, Exchange rate, inflation and ARDL

GİRİŞ

Ülkelerin ekonomik verimliliğinin ve sürdürülebilirliğinin ölçülmesinde önemli kriter olan Enflasyon kavramı, gelişmiş veya gelişmemiş ülkelerde farklı oranlarla ortaya çıkabilmektedir. Fiyatlar genel seviyesindeki sürekli olan yükselişler enflasyonun varlığını işaret etmektedir. (Uğurlu ve Saraçoğul,2006:58) Enflasyonun ekonomiye getirdiği belirsizlikler ve maliyetler, fiyat istikrarının önemini ve ciddi bir iktisadi amaç olduğunu öne sürmektedir.
(Orhan,2007:30) Ayrıca Üretici Fiyat Endekslerindeki artış ve azalışlar, petrol fiyatları, Merkez Bankası faiz kararları, döviz kurlarındaki değişimler ile oluşan kur geçişleri gibi bir çok etken fiyatlar genel seviyesi üzerinde rol oynamaktadır. Enflasyonun ortaya çıkmasında etkili olan sosyal ve siyasi sebepler, arz-talep vd. durumlar etkili olduğu kadar ülkeler tarafından oluşturulabilecek enflasyona karşı mücadelede maliye ve para politikaları da önem taşımaktadır.
Türkiye'de 2019-2022 dönemlerine ait aylık veriler kullanılarak oluşturulan çalışmamızda, Tüketici Fiyat Endeksi ile Üretici Fiyat Endeksi, Brent Petrol fiyatları, Euro ve Amerikan Doları arasındaki uzun-kısa dönemli ilişkinin tespiti amaçlanmıştır. Serilerin farklı mertebelerden durağanlığı söz konusu olduğundan ARDL model ile test edilerek sonuçlar yorumlanmıştır.

Tüketici Fiyat Endeksi (TÜFE)

Tüketici Fiyat Endeksi (consumer prices index) veya kısaca TÜFE (CPI),ürün sepeti olarak ortalama hanehalkının tüketimi ile ilgili mal ve hizmetleri esas alan endekstir. Burada ürün sepeti ya da piyasa ürün sepeti, belirli bir ülkenin ekonomisini veya piyasa genelini temsil ettiği varsayılan sabit bir ürün listesi olarak adlandırılmaktadır. Bu şekilde bir listenin oluşturulma amacı, ortalama olarak bir tüketicinin en fazla satın aldığı mal ve hizmetleri, bütçede payına uygun olarak incelenmesidir. Örnek olarak açıklamak gerekirse, bir bireyin sepette gıda harcamalarının ağırlığı eğlence harcamalarından daha fazla olacaktır. Bundan dolayı gıda fiyatlarında yaşanan değişim TÜFE'yi eğlence fiyatlarındaki değişime oranla daha fazla etkileyecektir. (Yalta,2019:78)

Üretici Fiyat Endeksi (ÜFE)

Üretici Fiyat Endeksi, Tüketici Fiyat endeksi için ön bilgi özelliği taşımaktadır. ÜFE'deki artışlar TÜFE için olası bir artışın habercisi olabilir. Bundan dolayı Üretici Fiyat Endeksi ekonomist ve politikacıların önem verdiği endekstir. Kamuoyunda yorumların yapıldığı, incelendiği Enflasyon oranları Üretici Fiyat Endeksi ile ölçülen oranlardır. ÜFE ve TÜFE oranları arasında farklılıklar olabilir. Ekonomist ve Siyasiler ÜFE oranlarını daha fazla dikkate alırken, toplumda ekonomik sorunları olan bireyler TÜFE oranları ile ilgileneceklerdir.(Yıldırım,2012:39)

Enflasyonun Sosyal ve Ekonomik Etkileri

Enflasyonun toplumun üzerinde etkileri farklılık göstermektedir. Bu etkileri söyle sıralayabiliriz:

- Enflasyon, ülkede belirsizlik ortamı yaratarak bireylerin sağlıklı yatırım veya üretim kararları almalarına engel olur ve bireyler uzun vadeli planlarından, hedeflerinden

kaçınmalarına neden olur. Yüksek enflasyon kaynaklı olarak nispi fiyat değişimleri ayırt edilemez ve bireyler sağlıklı kararlar alma konusunda yeterli bilgi elde edemezler.

- Enflasyon ortamında faizlerin yüksek olması sebebiyle borçlanma maliyeti artar ve birikimler de verimsiz alanlarda değerlendirilerek yatırımlar olumsuz etkilenir.
- Yüksek enflasyon dönemlerinde finans piyasaları gelecekle ilgili öngörüde zorlandığı için kredi piyasasının verimliliğini etkiler ve bu sebeple bireylere, firmalara kullandırabileceği kredi miktarını düşürür. Kısaca enflasyon kredi ve iş gücü piyasasında verimliliği azaltır, ülkenin rekabet gücünü zayıflatır.
- Enflasyon ortamı iş gücü piyasasının verimsiz çalışmasına sebep olabilir. Ekonomide dengesiz bir büyüme, iş gücü talebinde de dengesizliğe yol açmaktadır. Fakat fiyat istikrarı olan bir ekonomide, iş gücü piyasası da istikrarlı olur, istihdam artar, işten çıkarmalar azalır.
- Yüksek enflasyonun sebep olduğu belirsizlik, sosyal ve siyasi ilişkilerde, ahlaki açıdan bozuk ve menfaate dayalı davranışları artırmaktadır. Bu sebeple sadece bireyler arasında güven değil, yöneticilere olan güven de sarsılabilir, ülkedeki yönetime güven azalabilir.
- Enflasyon toplumda düşük gelirli bireylere daha fazla zarar vererek yoksullaştırmayı artırabilir. Tasarruf edebilme imkanına sahip kesim yüksek reel faizlerden faydalanırken, gelir düzeyi düşük olan kesim bu imkanlardan faydalanamaz ve gelir dağılımının bozulması ile sonuçlanır. Ayrıca bireyler düşük gelirlerinden dolayı günlük hayatta aktivitelerine veya etkinliklerine, harcamalarına daha az katılır, yoksunluk artar.
- Toplumda güvenin zarar görmesi, uyum sağlanamaması, bireylerde gelecek kaygısı artması, bireylerin kendilerini toplumdan soyutlaması, artan adaletsizlik, gelir dağılımının adil olmaması ve genç neslin gelecek planları, hedefleri için ümitsiz olmaları da enflasyonun toplum üzerinde yarattığı olumsuz etkilerden bazılarıdır. (TCMB 2004, www.tcmb.gov.tr).

METODOLOJİ

Çalışmanın temel amacı, Türkiye'de Tüketici Fiyat Endeksi ve Üretici Fiyat Endeksinin uzun dönemde birlikte hareketlerinin incelenmesine dayanmaktadır. Ayrıca modelde döviz kurunun enflasyona geçiş etkisi incelenmesi amacıyla Euro ve Amerikan Doları da modele dahil edilmiştir. Modelde yer alan değişkenler aşağıda belirtilmiştir :

Değişken Sembolü	Değişken Adı
TÜFE	Tüketici Fiyat Endeksi
ÜFE	Üretici Fiyat Endeksi
USD	Amerikan Doları (Efektif Satış Fiyatı)
EURO	Avrupa Para Birimi (Efektif Satış Fiyatı)
PETROL	Avrupa Brent Petrol Spot FOB(Varil Fiyatı)

Modelde yer alan değişkenlerin durağanlık sınamaları hem Genişletilmiş Dickey Fuller Birim Kök testi ile hem de yapısal kırılmalı Zivot-Andrews Birim Kök testi ile incelenmiştir. Her iki

birim kök testi ile serilerin farklı mertebelerden durağanlığı tespit edilmiştir. Farklı mertebelerden durağanlığın söz konusu olduğundan dolayı eş bütünleşmenin varlığı ARDL model ile test edilmiştir.

LİTERATÜR ARAŞTIRMASI

Erdem ve Yamak (2014) tarafından Türkiye'de 1987-2012 dönemine ait yapılan çalışmada, ÜFE ile TÜFE arasındaki ilişki araştırılmıştır. Araştırma sonucunda 2003 dönemi sonrasında Üretici Fiyat Endeksinden, Tüketici Fiyat Endeksine olan geçişin azaldığı gözlemlenmiştir. Yani üreticinin tüketiciye olan etkisinde kademeli olarak düşüş yaşanmıştır. Geçişkenliğin azalış sebebinin ise, çalışmaya ait dönemler kapsamında talep enflasyonunda oluşan baskıların göz önüne alınarak yorumlanabileceği belirtilmiştir. Ayrıca 2003 dönemi sonrasındaki Üretici Fiyat Endeksinin, enflasyona olan etkisinin azalmasında, yakın zamanda yaşanan ekonomik ve siyasi politikalardaki değişikliklerin sebep olabileceğinden şüphe edilmiştir.

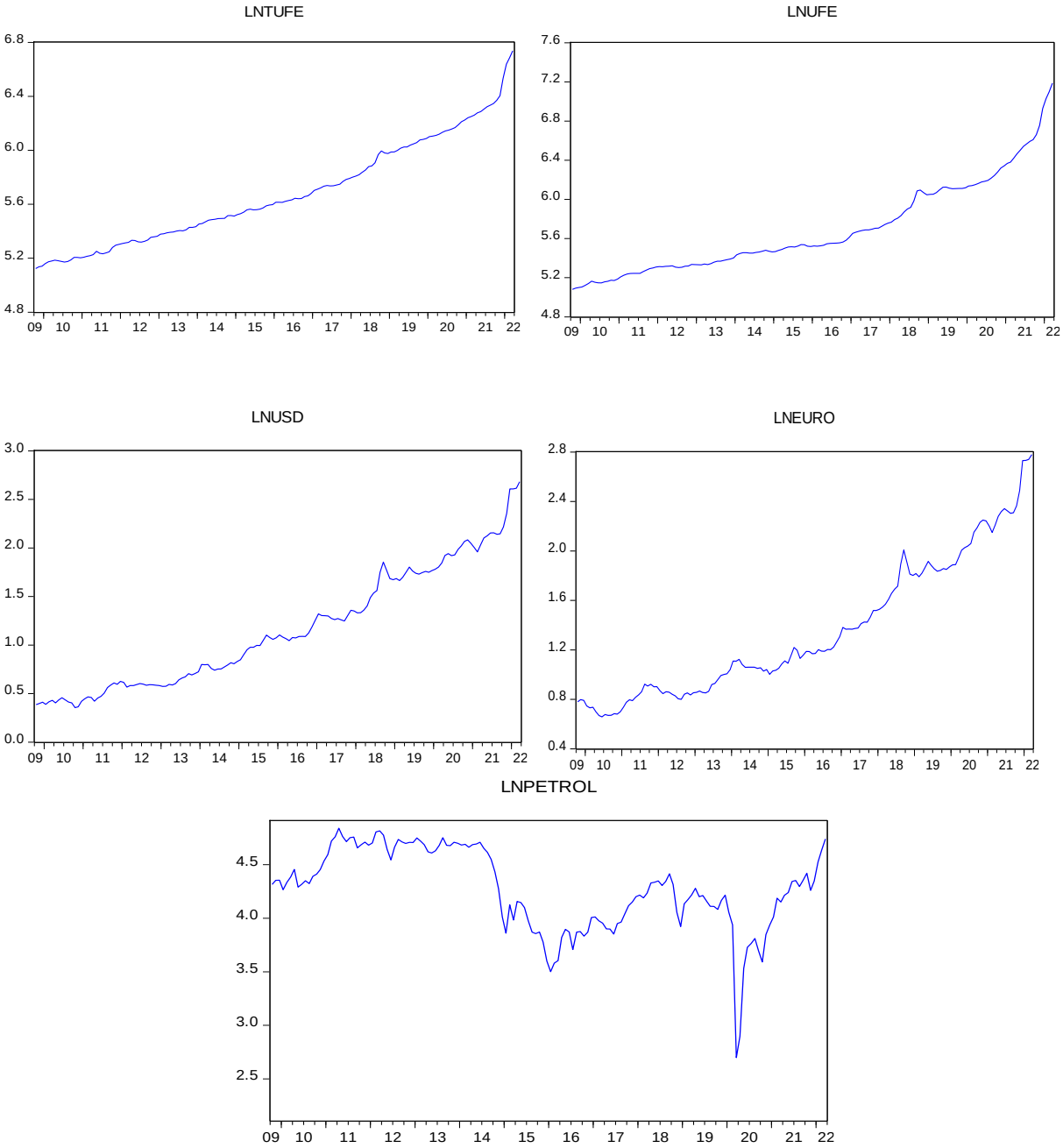
Sever ve Mızrak (2007) 1987-2006 dönemini kapsayan çalışmalarında enflasyon, faiz oranları ve döviz kuru üzerine etkileşimi incelemişlerdir. Çalışmada enflasyon, döviz kuru ve faiz oranlarının birlikte yüksek değerlerde olması sonucu refah seviyesinde azalmalara ve gelir dağılımında bozulmalara yol açabileceği tespit edilmiştir. İncelenen dönemler arasında döviz kurlarındaki artışların, enflasyon ve faiz oranları üzerinde yaklaşık olarak bir yıl etkili olabileceği öngörülmüştür. Döviz kurlarının enflasyondaki artışlara 4 dönem negatif tepki verdiği ve döviz kurlarında ki negatif tepkinin ise Türkiye'de dalgalı kur rejimi öncesinde bazı politika ve kararlarla kurlara farklı yollarla müdahale edilmesinin etkisinin olabileceği belirtilmektedir. Döviz kurlarında değişimin meydana gelmesi sonucu enflasyon yüksek tepki vermektedir ve döviz kuru istikrarlı oldukça fiyatlarda istikrarlı olmaktadır.

Demir ve Yenipazarlı (2020) tarafından 2003-2018 yıllarını kapsayan dönemde Türkiye'deki döviz kurlarının enflasyon üzerindeki etkileri incelenmiştir. Elde edilen sonuçlara göre döviz kurundaki azalışlar veya azaltmaya yönelik politikalar, enflasyonu artırıcı niteliktedir. Bu sonuçların nedeni araştırıldığında ise üretime bağlı olarak ülkenin iç etkenlerindeki kaynakların sınırlı olmasıyla döviz kurlarına endekslenerek ithal edilen malların bulunması, artan faiz maliyetleri ve dış borçların artması, ithal malların ucuzlaması sebebiyle talebin artması ve ihracatta baskıların meydana gelmesi sonuçlarının değerlendirilebileceği belirtilmiştir.

Öksüzler ve İpek (2011) 1987-2010 dönemleri arasındaki Türkiye'de ekonomik büyüme, petrol fiyatları ve Tüketici Fiyat Endeksi arasındaki ilişkiyi incelemişlerdir. Çalışma sonucunda ise petrol fiyatlarında meydana gelecek pozitif bir şokun, hem ekonomik büyümeyi hem de enflasyonu pozitif yönde etkilediği tespit edilmiştir. Ayrıca Türkiye'de ekonomik büyümenin petrol fiyatları dışında başka açıklayıcı değişkenler ile incelenmesi belirtilirken, petrol fiyatlarının enflasyon üzerindeki önemli etkisine değinilmiştir.

ARAŞTIRMA BULGULARI

Türkiye'de 2019-2022 dönemi verilerini kapsayan çalışmaya ait değişkenler ile analiz gerçekleştirilmeden önce serilerin logaritmik dönüşümleri sağlanmıştır. Daha sonrasında birim kök testleri uygulanan değişkenler modele dahil edilere analiz gerçekleştirilmiştir. Logaritmik dönüşümleri sağlanan değişkenlerin grafik gösterimi aşağıda yer almaktadır ;



ARDL Model ile Uzun ve Kısa Dönemde İlişkinin İncelenmesi

Değişkenler arasındaki uzun dönemde eş bütünleşmenin varlığının tespiti için öncelikle serilerin durağanlığı sınanmaktadır. Johansen eş bütünleşme testinin uygulanması için serilerin I (1) yani birinci farkları alındığında durağanlığı söz konusu iken, ARDL model için serilerin farklı mertebelerden durağan olmaları yeterli olacaktır. Değişkenlerimiz farklı mertebelerden durağan olduğu için ARDL model uygun görülmüştür ve bulgular kontrol edilmiştir.

Tablo 3. ARDL Sınır Testi Sonuçları

T-İstatistiği	k	Kritik Sınır Değerleri		Anlamlılık Seviyesi
F-İstatistik Değeri: 8.3599	4	I(O)	I(1)	
		2.2	3.09	%10
		2.56	3.49	%5
		2.88	3.87	%2.5
		3.29	4.37	%1

ARDL model ile analiz gerçekleştirildiğinde Sınır Testi F-İstatistik değeri uzun dönemli ilişkinin varlığını belirtmektedir. Tablo 3. de yer alan sınır testi sonuçlarına göre uygun gecikme sayısının 4 olduğu modelde F-İstatistik Değeri 8.35 olarak tespit edilmiştir. Pesaran (2001) tarafından % 5 anlamlılık seviyesinde alt sınır 2.56 ve üst sınır ise 3.49 olarak sonuçlanmıştır. Elde edilen F-istatistik değeri (8.3599) üst sınır değerinden (3.49) büyük olduğundan dolayı değişkenler arasında uzun dönemli ilişkinin olmadığı yokluk hipotezi %5 anlamlılık seviyesinde reddedilmiştir. Yani değişkenler arasında uzun dönemli ilişki vardır.

Tablo 4. ARDL Modelinin Uzun Dönem Tahmin Sonuçları

Değişkenler	Katsayı	Standart Hata	t-Statistics	Prob.
C	-0.788743	1.329751	-0.593151	0.5547
LNPETROL	0.142764	0.053076	2.689808	0.0087**
LNUSD	1.024158	0.220273	4.649504	0.0000**
LNEURO	-1.194956	0.312260	-3.826792	0.0003**
LNUFE	1.142940	0.286803	3.985113	0.0001**

Not: * %10, ** %5 ve *** %1 anlamlılık düzeylerinde p değerlerini ifade etmektedir.

Tablo 4. İncelendiğinde Tüketici Fiyat Endeksi ve Petrol Fiyatları, Amerikan Doları, Euro ve Üretici Fiyat Endeksi arasında %5 önem seviyesinde anlamlı ilişki bulunmuştur. Modelde Petrol Fiyatındaki %1 lik artış, Tüketici Fiyat endeksinde yaklaşık 0.142 artışa, Amerikan Dolarındaki %1 lik artış Tüketici Fiyat Endeksinde yaklaşık 1.024 artışa, Üretici Fiyat Endeksindeki %1 artış ise Tüketici Fiyat Endeksinde 1.142 artışa sebep olmaktadır. Euro değişkeni negatif katsayıya sahiptir ve Euro kurundaki %1 lik artış Tüketici Fiyat Endeksinde 1.194 azalışa sebep olmaktadır. Ayrıca modelde CointEq(-1) yani kısa dönem hata düzeltme terimi -0.12 olarak sonuçlanmıştır. Kısa dönemde oluşan şoklar karşısında seri uzun dönemde dengeye gelmektedir.

SONUÇ VE ÖNERİLER

Enflasyon oranları gelişmiş ülkelerde ve gelişmemiş ülkelerde dönemlere bağlı olarak farklılık gösterebilmektedir. Tüketici Fiyat Endeksinde meydana gelen değişiklikler ise ülke içerisinde ki hane halkının arz ve taleplerine, üretimin miktarına, üretim maliyetlerinin karşılandığı kaynak türlerine vb.faktörlere bağlı olabilmektedir.

Araştırma sonuçları incelendiğinde Türkiye'de Dolar kuru ve Tüketici Fiyat Endeksini uzun dönemde birlikte hareket etmektedirler. İthalatın Dolar kuru üzerinden gerçekleşmesi ve uzun vadede etkili olması bu ilişkiyi açıklayabilmektedir. Üretici Fiyat Endeksi ise petrol fiyatları başta olmak üzere bir çok maliyet unsurlarını içermektedir. Modelde Üretici Fiyat Endeksi ve Petrol fiyatları da Tüfe ile uzun dönemli anlamlı ilişkiye sahiptir. Ancak Euro para biriminin Enflasyon ile negatif yönlü, uzun dönemli ilişkiye sahip olması döviz kuru geçişkenliğini öne sürecek niteliktedir.

Çalışmanın sonuçlarından yola çıkarak enflasyonun bireylerin satın alma gücündeki ve ekonomi piyasasında yaratmış olduğu olumsuz etkilerinden kaçınmak mümkün görünmektedir. Bu hususta hem bireyler hem de ülke yönetimi açısından sorumluluklar üstlenilebilir. Bireyler gereksiz harcamalardan kaçınmalı, kurallı ve bilinçli olmalıdır. Ülkede üretimin özendirilmesi, devlet tarafından teşviklerin artırılması, istihdamın artırılması,işsizliğin azaltılması, ithalattan çok ihracata yönelik bir politikanın benimsenmesi etkili olacaktır.

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Comparison of Demographic Characteristics of Hotel Employee with Intolerance of Uncertainty and Covid-19 Fear

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ABSTRACT

The coronavirus pandemic, which spread rapidly from the Wuhan region of China to the world, reached our country in a short time. With the various measures taken by the World Health Organization (WHO) and the health ministries of countries to manage this pandemic process, people's daily lives have changed suddenly and unexpectedly. Within the scope of the measures, some business lines continued to work from home to operate online, but especially the service sector faced uncertainty in the short term. This process has made the workers in the tourism sector, especially hotel workers, one of the groups most affected by the pandemic. For this reason, the study was based on examining the tolerance levels of uncertainty and covid-19 fear perceptions of hotel employees in Manavgat in Antalya and comparing them according to the demographic characteristics of the participants. In this context, 313 data were included in the analysis process. In this study, in which the survey method will be used, data were collected from hotel employees through a questionnaire. Frequency, percentage values and parametric comparison analyzes were used in the interpretation of the data. In the light of the findings obtained as a result of the analyzes and by making use of the relevant literature, suggestions for the sector and future studies have been developed.

Keywords: Intolerance of Uncertainty, Covid-19 Fear, Hotel employee

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INTRODUCTION

The COVID-19 pandemic has had a significant impact worldwide and has become a source of fear and concern for many people. COVID fear is defined as an emotional reaction related to the risk of contracting the COVID-19 virus or the course of the disease (Asmundson & Taylor, 2020). The rapid spread of the pandemic has heightened people's COVID fear. In fact, according to a study, during the early stages of the pandemic, individuals were exposed to numerous false or inadequate information about the virus, particularly through news media and social media interactions, which led to increased fear and concerns about their own health (Garfin & Holman 2020).

Intolerance of uncertainty is expressed as emotional and cognitive reactions to unknown and unpredictable events (Dugas, Buhr & Ladouceur 2004), incorrect evaluation, wrong decision making and threat perception (Freeston, Rhéaume, Letarte, Dugas & Ladouceur 1994). An individual's level of intolerance to uncertainty affects their perception and evaluation of events (Geçgin & Sahranç 2017). People who perceive uncertain situations as disheartening and anxiety-inducing are inclined to demonstrate a lesser capacity for tolerating uncertainty compared to their counterparts (Bozkur 2020). Individuals with high intolerance towards uncertainty tend to perceive encountered events with a negative and threatening outlook. Furthermore, these individuals exhibit a propensity for involuntarily exaggerating the significance of events (Kilit, Dönmezler, Erensoy & Berkol 2020).

Uncertainty in the course of the COVID-19 pandemic is identified as one of the factors that exacerbate COVID anxiety. Research indicates that individuals' lack of clear knowledge about how the virus spreads, how it is treated, and when the pandemic will end contributes to an increase in COVID fear (Rajkumar, 2020). In a study, it has been concluded that the uncertainty stemming from problems caused by the COVID-19 virus creates fear in individuals. This fear is found to be positively correlated with feelings of helplessness, illness, and death, leading to negative emotional states such as insecurity, depression, anxiety, and stress (Artan, Meydan & Irmak 2021).

When examining the relevant literature in the field, various studies have been found that establish different levels of relationships between people' socio-demographic characteristics, intolerance to uncertainty (Ersöz et al. 2016, Geçgin & Sahranç 2017; Yıldız & Güllü 2018; Kilit et al. 2020; Şahinler 2021) and COVID-19 fear (Cao, Fang, Hou, Han, Xu, Dong & Zheng 2020; Duman 2020; Altundağ 2021).

Considering the relevant literature in the field, the aim of this study is to compare the socio-demographic characteristics of hotel employees with their levels of intolerance to uncertainty and COVID-19 fear.

METHOD

The model of the research is the "relational screening model", which is a model that aims to determine the existence and/or degree of change between two or more variables (Karasar, 2016:114). The population of the research consists of the Turkish personnel working at the hotels in Manavgat in Antalya and the sample consists of 313 hotel workers selected by the convenience sampling method, which is one of the non-probability sampling types.

A questionnaire was used as a data collection tool in the research. The first part consists of 12 statements prepared as a five-point Likert type (1: Does not define me at all, 2: Does not describe me, 3: Describes me partially, 4: Describes me, 5: Definitely describes me) regarding the level of intolerance to uncertainty of the participants. In the second part, there are 7 statements prepared in five-point Likert type for the covid-19 fear levels of the participants (1: I strongly disagree, 2: I do not agree, 3: I agree at a moderate level, 4: I agree, 5: I strongly agree). In the third part, there are questions prepared regarding the demographic characteristics of the personnel included in the research (gender, marital status, age, education level, monthly average personal income level, department, working time). The level of intolerance to uncertainty scale (IUS-12) in the questionnaire was developed by Carleton, Norton, and Asmundson (2007) and adapted into Turkish by Sarıçam, Erguvan, Akın, and Akça (2014), and validity and reliability studies were completed. The Covid-19 fear scale was developed by Ahorsu, Lin, Imani, Saffari, Griffiths, and Pakpour (2020). Adaptation to Turkish, validity and reliability Artan et al. (2021).

In order to ensure a proper understanding of the statements in the survey before proceeding to data collection, expert validation (Gürbüz & Şahin, 2018) was sought by consulting two expert faculty members in the relevant field. Subsequently, a pilot study was conducted with 30 participants from hotel employees in the Muğla region, and no issues were identified, allowing the study to proceed. The research data were collected by the researchers during the period of June to September 2022.

The socio-demographic characteristics of the participants were analyzed using absolute and percentage values, while the statements related to the IUS-12 and the COVID-19 fear scale were analyzed using mean and standard deviation. Then, the levels of intolerance of uncertainty and perceptions of COVID-19 fear among the participants were examined to determine if they differed based on socio-demographic characteristics. Before conducting difference tests, the normality of the dataset was checked to assess whether it followed a normal distribution. It was observed that the skewness and kurtosis values of the dataset fall within the acceptable range of (-1.5 < skewness and kurtosis < +1.5), indicating normality of the data (Tabachnick & Fidell, 2013). Therefore, it can be said that the data set related to the scales has a normal distribution feature. To compare two groups, an independent samples t-test was used, while for comparing three or more groups, one-way analysis of variance (ANOVA) was used. In statistical analyses, significance levels of $p < 0.01$ and $p < 0.05$ were considered acceptable. The internal consistency analysis using Cronbach's alpha was employed to assess the reliability of the scales. According to the analysis, the IUS-12 of α: 0.945 and COVID-19 fear scale of α: 0.891. These values indicate high levels of reliability for the scales. Only the significant results of the comparisons have been included in the tables, and non-significant results have not been reported.

FINDINGS

The demographic characteristics of the participants were analyzed and the following findings were obtained in Table 1. It can be observed that the majority of participants consist of males (53%), individuals who are single (52.7%), within the age range of 18-24 (35.5%), and possess

an associate's degree (28.1%). In terms of monthly average income levels, 31.3% of participants have an income of 4253 TL or below, 28.4% fall within the range of 4254 to 6500 TL, 19.8% fall within the range of 6501 to 8500 TL, while the remaining 19.5% possess incomes in the ranges of 8501-10500 TL, 12501 TL or above, and 10501-12500 TL, respectively. When examining the departments where participants are employed, 25.9% work in the kitchen, 25.6% are engaged in housekeeping services, 19.5% work in restaurants or bars, 16.9% work in reception, and 12.1% work in the accounting field. Regarding their length of employment, it can be deduced that 30.7% of participants have worked for 5 years or less, 30.4% have worked between 6 and 10 years, 29.1% have worked between 11 and 15 years, while 9.9% have worked for 16 years or more.

Table 1. Information on Participants' Demographic Characteristics (n=313)

Gender	**n**	**%**	**Income (TL)**	**n**	**%**
Male	147	47	4253 or less	98	31,3
Female	166	53	4254 – 6500	92	28,4
Marital Status	**n**	**%**	6501 – 8500	62	19,8
Married	148	47,3	8501 – 10500	44	14,1
Single	165	52,7	10501 – 12500	6	1,9
Age	**n**	**%**	12501 or more	11	3,5
18 – 24	99	35,5	**Department**	**n**	**%**
25 – 29	75	22,7	Kitchen	81	25,9
30 – 35	71	22,7	Restaurant	61	19,5
36 – 41	37	11,2	Housekeeping	80	25,6
42 – 47	31	8	Reception	53	16,9
Educational Level	**n**	**%**	Accounting	38	12,1
Primary school	47	15	**Working Year**	**n**	**%**
Secondary school	39	12,5	5 years or less	96	30,7
High school	80	25,6	6 – 10 year	95	30,4
Associate's degree	88	28,1	11 – 15 year	91	29,1
Bachelor degree	52	16,6	16 – 20 year	31	9,9
Postgraduate	7	2,2			

It was examined whether the arithmetic averages of the participants' levels of IUS-12 and their perceptions of fear of covid-19 differ according to gender and marital status (see Table 2). The levels of IUS-12 show a statistically significant (p=0.007) difference according to their marital status. A statistically significant (p=0.005) difference was found between the perceptions of fear of Covid-19 and gender.

The IUS-12 levels of the participants included in the study and their perceptions of fear of Covid-19 were compared in the Table according to age. No statistically significant result was found in the comparison made according to age in terms of both variables. However, it is understood that the highest average of the IUS-12 and covid-19 variables is in the 36-41 age range. In other words, the level of intolerance of uncertainty and the perception of fear of covid-19 of the participants aged 36-41 are higher than all other groups. The IUS-12 levels of the participants and their perceptions of the fear of Covid-19 were compared according to their educational status. While the highest average for IUS-12 levels is associate degree graduates, high school and equivalent graduates have the lowest average. The statistically significant

difference (F=2.784; p=0.027) is between associate degree graduates and undergraduate and higher graduates. The highest average for the perception of fear of Covid-19 belongs to secondary school graduates, while the lowest average belongs to graduates of undergraduate and higher education. The statistically significant difference (F=2.445; p=0.047) is between secondary school graduates and undergraduate and higher graduates.

When comparing participants' levels of Intolerance of Uncertainty (BTD-12) based on their duration of employment, it can be observed that the highest mean belongs to those with 16 years or more of work experience, while the lowest mean is attributed to the group of participants who have worked for 5 years or less. The statistically significant difference (F=2.958; p=0.033) is apparent between the group of participants who have worked for 5 years or less and those who have worked between 6-10 years, as well as between those who have worked for 5 years or less and those with 16 years or more of work experience.

In the comparison between perceptions of COVID-19 fear and duration of employment, the highest mean is observed among participants with 16 years or more of work experience, while the lowest mean is found among those who have worked for 6-10 years. The statistically significant difference (F=4.713; p=0.033) lies between participants with 16 years or more of work experience and all other groups.

The arithmetic means of participants' responses to the BTD-12 and COVID-19 statements were compared based on their monthly income levels. However, no statistically significant difference was found. When examining the means of participants' responses to the BTD-12 and COVID-19 statements based on their monthly income levels, the highest mean is observed in the income group of 8501 TL and above, while the lowest mean belongs to the income group of 6501-8500 TL.

The final comparison, according to Table 2, was conducted between participants' departments of employment and their levels of Intolerance of Uncertainty and perceptions of COVID-19. In the comparison between participants' departments of employment and their IUS-12 levels, it is understood that the highest mean belongs to the accounting department, while the lowest mean is attributed to the kitchen department. In the comparison based on perceptions of COVID-19, the highest mean is found in the restaurant/bar department, while the lowest mean is observed in the kitchen department.

The statistically significant differences between groups are apparent in the IUS-12 scale between the restaurant/bar and kitchen, floor services, and accounting departments, as well as between the accounting and kitchen, floor services, and accounting departments (F=6.686; p=0.000). In the COVID-19 scale, the significant difference between groups was found between the kitchen department and the restaurant/bar department (F=3.926; p=0.004).

Table 2. Comparison of IUS-12 and Covid-19 Fear Scale by Demographic Characteristics

Demographic Characteristics	***IUS-12***						***Covid-19 Fear***					
	n	Ort.	s. s.	t	F	p	n	Ort.	s. s.	t	F	p
Gender												
Male							147	2,43	0,78	1,835		0,005

Female							166	2,25	0,91			
Marital Status												
Married	148	3,12	1,06	-1,407		0,007						
Single	165	3,29	0,96									
Education Level												
Primary school	47	3,30	0,91				47	2,49	0,80			
Secondary school	39	3,31	1,05				39	2,62*	0,83			
High school	80	3,21	1,06		2,784	0,027	80	2,26	0,88		2,445	0,047
Associate's degree	88	3,37*	0,96				88	2,33	0,83			
Bachelor degree	52	2,84*	1,02				52	2,13*	0,88			
Department												
Kitchen	81	2,93*	1,03				81	2,09*	0,79			
Restaurant	61	3,58*	0,80				61	2,65*	0,83			
Housekeeping	80	2,96*	1,05		6,686	0,000	80	2,39	0,91		3,926	0,004
Reception	53	3,31	0,96				53	2,27	0,82			
Accounting	38	3,59*	0,86				38	2,35	0,84			
Working Year												
5 years or less	96	3,07*	1,04				96	2,29*	0,84			
6 – 10 year	95	3,17*	1,01		2,958	0,033	95	2,26*	0,86		4,713	0,033
11 – 15 year	91	3,24	1,02				91	2,28*	0,80			
16 – 20 year	31	3,68*	0,78				31	2,88*	0,88			

CONCLUSION AND SUGGESTIONS

This study examines the levels of intolerance to uncertainty and perceptions of COVID-19 fear among hotel employees, who are particularly affected by the COVID-19 pandemic. The pandemic has had a profound impact on the tourism industry, with people refraining from travel due to the outbreak and having to cancel their travel plans due to government travel bans or restrictions. Furthermore, employees in the tourism sector, especially those working in hotels, have experienced a work process fraught with uncertainty, including the fear of unemployment or the fear of contracting the virus while on the job.

Within this context, this study focuses on the levels of intolerance to uncertainty and perceptions of COVID-19 fear among hotel employees, who have been most affected by the pandemic. Firstly, the socio-demographic characteristics of the participants included in the study are examined. More than half of the participants are male and single. One-third of the participants belong to the group with minimum wage or lower income levels, and they are predominantly young individuals between the ages of 18 and 24. In terms of education level, the highest two groups consist of high school graduates and equivalent, as well as associate degree holders, with the number of individuals in these two groups being similar. When examining the departments in which the hotel employees work, it is observed that, except for the accounting department, the distribution among the departments is relatively equal, although the number of kitchen staff is relatively higher.

When analyzing the demographic characteristics of the employees based on their tenure (length of employment), it is found that the number of employees is roughly equal for each 5-year tenure interval, with the exception of employees with 16 years or more of tenure, who represent the smallest group.

The demographic characteristics of the employees included in the research were compared within the scope of intolerance of uncertainty and their perceptions of fear of covid-19. As a result of these comparisons, a statistically significant difference was found in the fear of covid-19 according to gender, and the level of intolerance of uncertainty according to marital status.

It is understood that the arithmetic mean of the answers given by the men is higher than that of the women, and the arithmetic mean of the answers given by the singles is higher than the married ones. These results show that men are more affected than women, and married people are more affected than singles in terms of the level of intolerance to uncertainty and covid-19 fear.

A significant difference was found in the comparisons made between the education levels of the hotel employees and the perception of IUS-12 and covid-19. It is understood that those who have graduated from associate degree level have higher tolerance for uncertain situations than all other education levels. It is one of the results of this study that employees with a bachelor's degree or higher have a lower intolerance to ambiguous situations compared to other groups. Although the perceptions of its employees' fear of covid-19 are low in terms of all education levels; In the comparison made, it is understood that the perception of fear of covid-19 is relatively higher among secondary school graduates compared to other groups, and the covid-19 perceptions of graduates and higher level graduates are the lowest.

There is no statistically significant difference between monthly average personal income and employees' IUS-12 levels and fear of covid-19. When the average of the answers given by the employees to the levels of intolerance to uncertainty and fear of covid-19 is analyzed, it is seen that the highest average in both variables belongs to the highest income group, namely 8501 TL and above. Therefore, it can be said that employees with high income can better cope with uncertainty and fear of covid-19. However, Ersöz et al. (2016) found in a study that those with a lower socioeconomic status can better cope with uncertainty, which does not coincide with the result of this study.

When the comparisons made in terms of the departments in which the hotel employees are operating, it is understood that the group with the highest intolerance to uncertainty level is the accounting department employees and the lowest is the kitchen department employees. On the other hand, while the covid-19 perception of restaurant/bar department employees is relatively high compared to other groups, that of kitchen workers is lower.

The findings of this study may be limited in generalizability, as they are focused specifically on hotel employees. Extrapolating the results to other occupational groups or industries could be done cautiously. There may be confounding variables that influence both intolerance towards uncertainty and COVID-19 fear perceptions. Controlling for potential confounders, such as personal health conditions, prior exposure to COVID-19, or socioeconomic factors, should be considered. It may be valuable to explore potential mitigation strategies for reducing intolerance towards uncertainty and COVID-19 fear among hotel employees. Examining the effectiveness of interventions or organizational policies aimed at addressing these issues could be beneficial. Addressing these problems will enhance the validity and reliability of the research findings and contribute to a better understanding of the relationship between intolerance towards uncertainty and COVID-19 fear among hotel employees.

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Duygusal Zekâ ve Girişimcilik Niyeti: Yaşam Tatmininin Aracılık Rolü

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ÖZET

Bir bireyin yeni bir girişim yaratmak için attığı birçok adımın ilki olarak kabul edilen girişimcilik niyeti, bireyin yeni bir iş yaratma inancı ve bunu gelecekte bilinçli olarak yapmayı planlaması olarak tanımlanmaktadır. Duygusal zekânın, girişimcilik süreçlerini tahmin etmede önemli bir rol oynadığı düşünülmektedir. Bireylerin, kendi duygularını düzenleme ve başkalarının duygularını tanıma yeteneklerine güvendiği takdirde, girişimci olmakla ilgili hayal kırıklıklarını ve mücadeleleri üstlenme konusunda kendilerini daha yetkin hissedebilecekleri belirtilmektedir. Bireyin çevresindekilerin duygularını algılama ve anlama yeteneğine sahip olması, bireyin başkalarına karşı duyarlı olmasını sağlamaktadır. Araştırmalar, yüksek düzeyde duygusal zekâya sahip bireylerin aynı zamanda daha yüksek düzeyde girişimcilik niyetine sahip olduklarını ve yüksek düzeyde girişimci tutum sergilediklerini göstermektedir.

Yaşam tatminin, bireylerin yaşamlarına yönelik değerlendirici tepkileri olan ve mutluluğun ölçüsü olarak kabul edilen öznel iyi oluşun önemli bir göstergesi olarak açıklanmaktadır. Daha yüksek duygusal zekâ düzeylerinin, özellikle yaşam tatminiyle bağlantılı olduğu belirtilmektedir. İnsanlar ancak mutlu, sağlıklı, başarılı ve huzurlu olduklarını hissettikleri bir ortamda yaşamdan zevk alabileceklerdir. Yaşamdan zevk alabildikleri kadar, yeni bir amaç belirlemek, yeni bir işe girişmek için kendilerinde enerji bulabileceklerdir. Aksi takdirde, geleceği hakkında endişe duyan, kaygılanan ve geleceğe ilişkin olumsuz yorumlarda bulunan kişi geleceğini planlamak noktasında odağını kaybedecektir. Dolayısıyla kendini bilen, öz farkındalığa sahip, zorlukların üstesinden gelebilen, iç motivasyona sahip, empati kurabilen dahası duygusal zekaya sahip insanların, şartlar ne olursa olsun bir amaçlarının olduğu, bir şeyleri başarmak için iç motivasyona sahip oldukları ve girişimcilik niyeti taşıdıkları düşünülmektedir. Bununla birlikte duygusal zekânın girişimcilik niyeti üzerine etkisinde yaşam tahmininin aracı rol oynadığı düşünülmektedir.

Bu çalışmada duygusal zekânın girişimcilik niyeti üzerine etkisinde yaşam tatmininin aracı rolünün incelenmesi amaçlanmıştır. Araştırma Gaziantep Üniversitesi İslahiye İktisadi ve İdari bilimler fakültesinde kolayda örnekleme yöntemi ile seçilen 215 öğrenci üzerinde gerçekleştirilmiştir. Alan araştırması sonucu elde edilen veriler üzerinde açıklayıcı faktör analizi (AFA) ve sonrasında doğrulayıcı faktör analizi (DFA) ile güvenirlik analizleri, korelasyon ve regresyon analizleri yapılmıştır. Yapılan analizler sonucunda, duygusal zekânın girişimcilik niyeti ve yaşam tatmini üzerinde etkisi olduğu tespit edilmiştir. Fakat yaşam tatmininin girişimcilik niyeti üzerine etkisi olmadığı saptanmış, dolayısıyla aracılık etkisinin olmadığı sonucuna ulaşılmıştır.

Anahtar Kelimeler: Duygusal Zekâ, Girişimcilik, Girişimcilik Niyeti, Yaşam Tatmini

Emotional Intelligence and Entrepreneurial Intention: The Mediating Role of Life Satisfaction

ABSTRACT

Entrepreneurial intention, which is accepted as the first of many steps taken by an individual to create a new venture, is defined as the individual's belief in creating a new job and planning to do it consciously in the future. Emotional intelligence is thought to play an important role in predicting entrepreneurial processes. It is stated that

if individuals trust their ability to regulate their own emotions and recognize the emotions of others, they can feel more competent to take on the frustrations and struggles associated with being an entrepreneur. The ability of an individual to perceive and understand the emotions of those around him/her ensures that the individual is sensitive to others. Studies show that individuals with high levels of emotional intelligence also have higher levels of entrepreneurial intention and exhibit a higher level of entrepreneurial attitude.

Life satisfaction is explained as an important indicator of subjective well-being, which is the evaluative reaction of individuals towards their lives and is accepted as a measure of happiness. It is stated that higher emotional intelligence levels are especially associated with life satisfaction. People will be able to enjoy life only in an environment where they feel happy, healthy, successful and peaceful. As much as they can enjoy life, they will be able to find energy to set a new purpose, to embark on a new job. Otherwise, the person who worries, worries about the future and makes negative comments about the future will lose focus in planning the future. Therefore, it is thought that people who are self-aware, have self-awareness, can overcome difficulties, have internal motivation, can empathize, and who have emotional intelligence, have a purpose, have an internal motivation to achieve something, and have entrepreneurial intentions regardless of the circumstances. However, it is thought that life estimation plays a mediating role in the effect of emotional intelligence on entrepreneurial intention.

In this study, it is aimed to examine the mediating role of life satisfaction in the effect of emotional intelligence on entrepreneurial intention. The research was carried out on 215 students selected by convenience sampling method in Gaziantep University Islahiye Faculty of Economics and Administrative Sciences. Explanatory factor analysis (EFA) and then confirmatory factor analysis (CFA) and reliability analyzes, correlation and regression analyzes were performed on the data obtained as a result of the field research. As a result of the analysis, it has been determined that emotional intelligence has an effect on entrepreneurial intention and life satisfaction. However, it was determined that life satisfaction had no effect on entrepreneurial intention, so it was concluded that there was no mediation effect.

Keywords: Emotional Intelligence, Entrepreneurship, Entrepreneurial Intention, Life Satisfaction

1. GİRİŞ

Girişimcilik tüm dünyada olduğu gibi Türkiye'de de oldukça dikkat çeken bir konu olarak karşımıza çıkmaktadır. Bireylerin yeni bir iş başlatmak adına fikir inşa etmesi, adım atması, fikirleri üzerine düşünmesi ve bu fikri tüm olumlu ve olumsuz yönleri ile geliştirmeye ve hayata geçirmeye çalışması girişimci niyetlerinin varlığını göstermektedir. Bir girişimde bulunma niyetinin kişisel özelliklerle yakından ilişkili olduğu, bu nedenle kişisel özelliklerden biri olan duygusal zekâya sahip kişilerin kendi duygu durumlarını ayarlayabildikleri gibi başkalarının da duygularını anlama ve tanımlama yetenekleri sayesinde girişimde bulunmanın getirebileceği riskleri göze alma konusunda daha yetkin olabilecekleri düşünülmektedir.

İnsanlar ancak mutlu, sağlıklı, başarılı ve huzurlu olduklarını hissettikleri bir ortamda yaşamdan zevk alabileceklerdir. Yaşamdan zevk alabildikleri kadar, yeni bir amaç belirlemek, yeni bir işe girişmek için kendilerinde enerji bulabileceklerdir. Aksi takdirde, geleceği hakkında endişe duyan, kaygılanan ve geleceğe ilişkin olumsuz yorumlarda bulunan kişi geleceğini planlamak noktasında odağını kaybedecektir. Dolayısıyla kendini bilen, öz farkındalığa sahip, içsel motivasyonlu, zorlukların üstesinden gelebilen, empati kurabilen dahası duygusal zekaya sahip insanların, şartlar ne olursa olsun bir amaçlarının olduğu, bir şeyleri başarmak için iç motivasyona sahip oldukları ve girişimcilik niyeti taşıdıkları düşünülmektedir. Bununla birlikte duygusal zekânın girişimcilik niyeti üzerine etkisinde yaşam tahmininin aracı rol oynadığı düşünülmektedir.

Bu çalışmada duygusal zekâ ve girişimcilik niyeti arasındaki ilişkide, yaşam tatmininin aracılık etkisi incelenmiştir. Bu amaçla öncelikle literatür taraması ve hipotezlere yer verilmiş, araştırmanın yöntemi ve elde edilen bulgular paylaşıldıktan sonra sonuç ve öneriler kısmı ile sonlandırılmıştır.

2. LİTERATÜR TARAMASI

Bilgi ve teknolojinin hızlı yayılımı ve küreselleşmesinin hayatı kolaylaştırdığı gibi birçok sektörde ciddi sorunlara yol açtığı ve iş-yaşam dengesi üzerinde baskı yarattığı üzerinde durulmaktadır. Duygusal zekânın, modern çalışma ortamında oldukça ilgi gördüğü, bireysel ve örgütsel yaşamda rekabet avantajı sağlanmasına hizmet ettiği öne sürülmektedir (Shylaja ve Prasad, 2017: 18). Duygusal zekânın sosyal bağlamda insan ilişkileri için önemli olduğu ve teknik bilgi için gerekli olan bilişsel zekânın yerini son zamanlarda duygusal zekâya bıraktığı belirtilmektedir (Arar ve Öneren, 2021: 392). Duygusal zekâ, kökeni sosyal zekâ kavramına dayanan ve ilk olarak Thorndike (1920) tarafından bahsedilen bir kavramdır (Rodrigues vd., 2019: 7). Duygusal zekâ ilk kez Salovey ve Mayer (1990: 189) tarafından "kendisinin ve başkalarının hislerini ve duygularını izlemek, bunlar arasında ayrım yapmak ve bu bilgiyi bir düşünce ve eyleme rehberlik etmek için kullanma yeteneğini" içeren bir tür sosyal ve kişisel zekâ olarak tanımlanmaktadır. Goleman (1998) ise "Duygusal Zeka" kitabında, duygusal zekayı, özdenetim, kendi kendini motive etme yeteneği, kendi duygularımızı ve başkalarının duygularını tanıma, kendimizin ve başkalarının duygularını etkili şekilde yönetme olarak açıklamaktadır (Goleman, 1998, Akt., Kumar ve Jyothirmai, 2018: 380). Duygusal zekânın iş performansı ve iş tatmininin bir göstergesi olduğu ve başarılı girişimcilerin duygusal zekâsı

yüksek kişiler arasından çıktığına değinilmekle birlikte, duygusal zekanın öğrenilebilen ve uygulama ile geliştirilebilen bir beceri olduğuna vurgu yapılmaktadır (Swanson vd., 2018: 2).

Girişimcilik niyeti, bir bireyin yeni bir girişim yaratmak için attığı birçok adımın ilki olarak kabul edilmektedir (Davis ve Peake, 2014: 21). Velástegui ve Chacón'a (2021: 3) göre girişimcilik niyeti, bir bireyin yeni bir iş yaratma inancı ve bunu gelecekte bir noktada bilinçli olarak yapmayı planlaması olarak tanımlanmaktadır. Girişimcinin davranışlarını veya eylemlerini iş konseptinin geliştirilmesine ve nihayetinde uygulanmasına yönlendiren bir ruh halidir (Botsaris ve Vamvaka, 2016: 436). Kusumojanto vd. (2021: 3)'nin ifadesiyle girişimcilik niyeti, bireylerin iş fırsatları aracılığıyla yeni ürünler yaratarak ve risk alarak, yeni, yaratıcı ve benzersiz işler üstlenmeye veya yaratmaya yönlendiren bir düşünceye sahip olmasıdır.

Duygusal zekâ, girişimcilik süreçlerini tahmin etmede önemli bir rol oynamaktadır. Rodrigues vd. (2019: 8), bireylerin, duygularını düzenleme ve başkalarının duygularını tanıma yeteneklerine güvenirlerse, girişimci olmakla ilgili hayal kırıklıklarını ve mücadeleleri üstlenme konusunda kendilerini daha yetkin hissettiklerini belirtmektedir. Davis ve Peake (2014: 22) göre bireyin çevresindekilerin duygularını algılama ve anlama yeteneğine sahip olması, bireyin başkalarına karşı duyarlı olmasını sağladığı için önemlidir. Bu bireyler, bu beceriyi bir girişimci için bir iş kurma niyetlerini artırabilecek bir avantaj olarak da görebilmekte ve bu da iş kurma isteklerini güçlendirmektedir.

Araştırmalar, yüksek düzeyde duygusal zekâya sahip olan bireylerin aynı zamanda daha yüksek düzeyde girişimcilik niyetine sahip olduklarını ve yüksek düzeyde girişimci tutum sergilediklerini göstermektedir (Bilgiseven ve Kasımoğlu, 2019: 886). Örneğin, Rliee ve White (2007), başarılı girişimcilerin genellikle yüksek düzeyde duygusal zekâya sahip bireyler olduğunu doğrulamaktadır. Zampetakis vd. (2009) hem kendi duygularını hem de başkalarının duygularını düzenleme, denetleme ve değerlendirme konusunda daha yetenekli olan bireylerin, girişimci bir şekilde hareket etme konusunda daha iyi bir eğilime sahip olduklarını belirtmektedirler. Gelard ve Emamisaleh (2014), daha duygusal zekâya sahip üniversite öğrencilerinin daha fazla girişimcilik niyetine sahip olduğunu deneysel olarak göstermiştir. Archana ve Kumari (2018) yaptıkları çalışmada, öğrencilerin duygusal zekâlarının girişimcilik niyetleri üzerinde önemli bir etkiye sahip olduğunu öne sürmektedirler. Bu doğrultuda, aşağıdaki hipotez oluşturulmuştur:

H_1: Duygusal zekânın girişimcilik niyeti üzerinde etkisi vardır.

Yaşam tatmini, kişinin içinde bulunduğu yaşam koşullarından memnun olması veya yaşama ilişkin istek ve ihtiyaçlarını bir bütün olarak istediği gibi karşılayabilmesidir (İplik ve Ülbeği, 2021: 5167). Diener vd. (1985: 71) yaşam tatminini bireylerin o anda yaşadığı duygularından ziyade, yaşamının bir bütün olarak genel bilişsel değerlendirmesi şeklinde tanımlamaktadır. Martin ve Hill (2012: 1157) yaşam tatmininin kişinin durumunun istikrarlı bir değerlendirmesi olduğunu savunmaktadır. Yaşam tatmini, çok çeşitli olumlu kişisel, psikolojik, sosyal, kişilerarası ve içsel sonuçların önemli bir göstergesidir. Bu nedenle, yaşam tatmini

sıklıkla insanların yaşam kalitesini değerlendirmek için kullanılmakta ve öznel iyi oluşun önemli bir bileşeni olarak kabul edilmektedir (Liu vd., 2013: 850).

Yaşam tatmini kişisel özellikler ve çevredeki değişim ile belirlenmektedir (Anjum vd., 2020: 2972). Duygusal zekâ, yaşam tatmininin bir başka önemli yönüdür (Szcześniak ve Tułecka, 2020: 224). Huang ve Lee'ye (2019: 2) göre etkili duygu yönetimi yoluyla, bireyler daha fazla yaşam tatmini elde etmek için olumsuz duyguları olumlu duygulara dönüştürebilmektedirler. Duygusal zekâ ile yaşam tatmini arasında anlamlı bir ilişkinin olup olmadığı pek çok araştırmacı tarafından sorgulanmış ve bu araştırmacılar duygusal zekâ ile yaşam tatmini arasında anlamlı ve doğrusal bir ilişki olduğunu ortaya konulmuştur (Ardahan ve Mert 2013: 890). Yüksek düzeyde duygusal zekâya sahip olan bireylerin, duyguları algılama, anlama ve yönetme konusunda daha yetenekli oldukları düşünülmekte ve dolayısıyla genel olarak daha fazla yaşam tatmini yaşayabilmektedirler (Kong vd., 2012: 513; Sun vd., 2014: 174). Bu doğrultuda, aşağıdaki hipotez oluşturulmuştur.

H_2: Duygusal zekânın yaşam tatmini üzerinde etkisi vardır.

Girişimcilik faaliyetlerinin, finansal önlemlerin örtesinde öngörüler gerektirdiği giderek daha çok kabul görmektedir. Yaşam tatmini, finansal bir sorun olmamakla birlikte, bir başarı ölçüsü olarak görülmektedir. Girişimcilerin açısından yaşam tatmini, girişimcilik sürecinin daha iyi anlaşılması ve özellikle de girişimcilikten elde edilen ekonomik ve sosyal faydaların devam ettirilmesi için oldukça önemli bir konudur. Yaşam beklentisi yüksek olan kişilerin güçlü girişimcilik niyetine sahip olduğu belirtilmektedir (Boz ve Alan, 2022: 199). Cetin vd. (2022: 2334), girişimcinin hayatından ve işinden duyduğu tatmin duygusunun girişimciliğin başarısının temeli olduğunu ifade etmektedir. Contreras-Barraza vd. (2022: 3) girişimcilik, aktörlerin amaçlarını, isteklerini ve beklentilerini dünyadaki eylemleriyle ilişkilendirdiği sosyal bir olgu olduğunu belirtmektedir. Girişimcilik, bir kişinin psikolojik tatminini kolaylaştırmakta ve psikolojik ve öznel iyi oluşu etkilemektedir. Brieger vd. (2020: 563), girişimcilerin kendilerini işleriyle kanıtlamak istediklerini, bu durum da sadece işleriyle değil, yaşamlarıyla da faydalı bir şeyler yaptıkları hissini verebileceğini belirtmektedirler. Haska ve Kume (2020), öğrencilerin girişimci tutumları ile yaşam tatminleri arasında istatistiksel olarak anlamlı pozitif bir ilişki olduğunu doğrulamaktadır. Kılıç (2022), bireylerin girişimciliğe yönelik eğilimleri arttıkça yaşam tatminlerinin de arttığını belirtmektedir. Bu doğrultuda, aşağıdaki hipotezler oluşturulmuştur.

H_3: Yaşam tatminin girişimcilik niyeti üzerinde etkisi vardır.

H_4: Yaşam tatmininin, duygusal zekâ ile girişimcilik niyeti arasındaki ilişkide aracılık rolü vardır.

3. YÖNTEM

3. 1. Araştırma Amacı ve Önemi

Bu çalışmada, duygusal zekânın girişimcilik niyetine etkisinde yaşam tatmininin aracılık rolünü üniversite öğrencileri bağlamında incelenmesi amaçlanmıştır. Son yıllarda, yükseköğretim kurumları girişimciliği teşvik etmeyi bir öncelik olarak görmeye başlamıştır.

Dolayısıyla, üniversitelerin girişimcilik bilincini artırmak ve öğrencilerin girişimci ruhunu güçlendiren psikolojik ve davranışsal özellikleri geliştirmek için yapılanma yerleri haline gelmesi için bu bağlamda daha fazla araştırma yapılması gerektiği açıktır. Bu çalışma, öğrencilerin girişimcilik niyetini teşvik etmek için üst düzey eğitim programlarında hangi psikolojik faktörlerin teşvik edilmesi gerektiğinin anlaşılması yoluyla girişimcilik eğitimi alanına katkıda bulunmayı amaçlamaktadır (Rodrigues vd., 2019: 4).

3. 2. Veri Toplama Yöntemi ve Kullanılan Ölçekler

Bu araştırmada, duygusal zekânın girişimcilik niyetine etkisinde yaşam tatmininin aracılık rolünün incelenmesi amaçlanmıştır. Veri toplamak için anket tekniğine dayalı bir araştırma tasarımı kullanılmıştır. Araştırma kapsamında kullanılan anket formu iki bölümden oluşmaktadır. Birinci bölümde araştırmaya katılan öğrencilerin demografik özelliklerini ölçmeye yönelik 5 soru sorulmuştur. Anket formunun ikinci bölümünde araştırmaya katılan öğrencilerin duygusal zekâ düzeyini ölçmeye yönelik 16 ifade, girişimcilik niyetini ölçmeye yönelik 6 ifade ve yaşam tatminini ölçmeye yönelik 5 ifade yer almaktadır. Anket formun ikinci bölümünde, araştırmaya katılan öğrencilerin her bir ifadeye katılma düzeyleri 5'li Likert ölçeği kullanılarak değerlendirilmiştir.

Duygusal Zekâ Ölçeği: Öğrencilerin duygusal zekâ düzeyini ölçmek için Wong ve Law (2002) tarafından geliştirilen, dört boyutlu "Duygusal Zekâ Ölçeği" kullanılmıştır. Türkçe uyarlaması Özbezek ve Paksoy (2017: 258) tarafından yapılan ölçüm aracının Cronbach Alpha Katsayısı kendi duygularını değerlendirme boyutu için 0,87; başkalarının duygularını değerlendirme boyutu için 0,81; duygu kullanımı boyutu için 0,74 ve duygu düzenlemesi boyutu için 0,76 olarak bulunmuştur.

Girişimcilik Niyeti Ölçeği: Öğrencilerin girişimcilik niyetini ölçmek için Linan ve Chen (2009) tarafından geliştirilen, tek boyutlu "Girişimcilik Niyeti Ölçeği" kullanılmıştır. Türkçe uyarlaması Şeşen ve Basım (2012: 24) tarafından yapılan ölçüm aracının Cronbach Alpha Katsayısı 0,86 olarak bulunmuştur.

Yaşam Tatmini Ölçeği: Öğrencilerin yaşam tatmin düzeyini ölçmek için Diener vd., (1985) tarafından geliştirilen, tek boyutlu "Yaşam Tatmini Ölçeği" kullanılmıştır. Türkçe uyarlaması Dağlı ve Baysal (2012: 1256) tarafından yapılan ölçüm aracının Cronbach Alpha Katsayısı 0,88 olarak bulunmuştur.

3. 3. Araştırmanın Örneklemi

Araştırma Gaziantep Üniversitesi İslahiye İktisadi ve İdari bilimler fakültesinde kolayda örnekleme yöntemi ile seçilen 215 öğrenci üzerinde gerçekleştirilmiştir. Genel olarak, erkek öğrencilerim oranı %48,8 iken, kız öğrencilerin oranı %52,2'dir. Araştırmaya katılan öğrencilerin %36,7'si iktisat bölümünde, %63,3'ü kamu yönetimi bölümünde öğrenim görmektedir. Öğrencilerin büyük çoğunluğu 21-23 yaşları arasında olup, bu %73,5'lik bir orandır. Öğrencilerin %21,4'ü birinci sınıfta, %47'si üçüncü sınıfta ve %31,6'sı dördüncü sınıfta eğitim görmektedir.

4. BULGULAR

4. 1. Ölçeklere İlişkin Güvenilirlik ve Geçerlilik Analizi

Araştırma modelini test etmeden önce kullanılan ölçeklerin yapı geçerliği ve güvenilirliği incelenmiştir. Bu amaçla açıklayıcı faktör analizi (AFA) ve sonrasında doğrulayıcı faktör analizi (DFA) ile güvenirlik analizleri yapılmıştır. Tablo 2'de "Yaşam Tatmini Ölçeği", "Girişimcilik Niyeti Ölçeği" ve "Duygusal Zekâ Ölçeği" üzerinde gerçekleştirilen AFA sonuçlarını ve Cronbach's Alpha güvenirlik katsayıları verilmiştir.

Tablo 1. Açıklayıcı Faktör Analizi Sonuçları

Ölçekler		Soru	Faktör Yükleri	Öz Değer	Açıklanan Varyans	K-M-O Değeri	Barlett Küresellik Testi	Sig.	Cronbach α
Yaşam Tatmini		5	0,873-0,907	3,839	76,783	0,831	915,148	0,000	0,921
Girişimcilik Niyeti		6	0,629-0,883	3,780	62,993	0,841	745,262	0,000	0,874
Duygusal Zekâ	Kendi Duygularını Değerlendirme	4	0,744-0,855	3,060	71,396	0,885	1962,149	0,000	0,905
	Başkalarının Duygularını Değerlendirme	4	0,756-0,836	3,046					
	Duyguların Kullanımı	4	0,625-0,810	2,690					
	Duyguların Düzenlenmesi	4	0,708-0,820	2,628					

Tablo 1'de AFA analizi sonucu KMO katsayısı 0,60'ın üzerinde olan yaşam tatmini (KMO=0,831; x^2=915,148; p=0,000), girişimcilik niyeti (KMO=0,841; x2=745,262; p=0,000) ve duygusal zekâ (KMO=0,885; x2=1962,149; p=0,000) ve ölçeklerin Barlett's küresellik testi ki-kare değerinin de anlamlı olması verilerin faktör analizine uygun olduğunu göstermektedir. Bununla birlikte, yaşam tatmini ölçeğinin tek faktörle varyans açıklama yüzdesi %76,783; girişimcilik niyeti ölçeğinin tek faktörle varyans açıklama yüzdesi %62,993 ve duygusal zekâ ölçeğinin dört faktörle varyans açıklama yüzdesi %71,396 olarak bulunmuştur. Güvenilirlik analizi sonucu Cronbach's Alpha katsayısının yaşam tatmini ölçeği için 0,921; girişimcilik niyeti ölçeği için 0,874 ve duygusal zekâ ölçeği için 0,905 olduğu görülmüştür. Bu sonuçlar kullanılan her bir ölçeğin hem örneklem yeterliliğin hem de genellenebilirliğinin ve ölçüm gücünün yüksek olduğuna işaret etmektedir (Gürbüz, 2016: 312-319).

Tablo 2. Tanımlayıcı İstatistikler

Ölçekler	N	Ortalama	Std. Hata	Çarpıklık	Basıklık
Yaşam Tatmini	215	3,59	1,016	-0,772	0,025
Girişimcilik Niyeti	215	3,66	0,790	-0,564	0,309
Duygusal Zekâ	215	3,72	0,733	-0,603	0,508

Tablo 2'de yaşam tatmini ölçeğinin ortalama ve standart sapma değeri 3,59±1,016; girişimcilik niyeti ölçeğinin ortalama ve standart sapma değeri 3,66±0,790 ve duygusal zekâ ölçeğinin ortalama ve standart sapma değeri 3,72±0,733 olduğu gözlemlenmiştir. Bununla

birlikte, ölçeklere ilişkin çarpıklık ve basıklık katsayılarının ±1 sınırları içerisinde olduğu görülmüştür. Bu durum verilerin normal dağılım gösterdiğine işaret etmektedir (Tabachnick ve Fidell, 2013: 133).

AFA ardından elde edilen faktör yapılarının uygunluğunu değerlendirmek amacıyla DFA uygulanmıştır. DFA sonucu elde edilen uyum indeksleri Tablo 3'de verilmiştir.

Tablo 3. DFA Sonucu Elde Edilen Uyum İyiliği İndeksi

Ölçekler	**Modeller**	**$\Delta\chi^2$**	df	**$\Delta\chi^2$/ df ≤3**	**RMSEA ≤,08**	**AGFI ≥,90**	**GFI ≥,90**	**CFI ≥,90**	**NFI ≥,90**
Yaşam Tatmini	Birinci Düzey	5,003	4	1,251	0,034	0,965	0,991	0,999	0,995
Girişimcilik Niyeti	Birinci Düzey	12,304	7	1,758	0,060	0,946	0,982	0,993	0,984
Duygusal Zekâ	Birinci Düzey	168,937	94	1,797	0,061	0,871	0,911	0,961	0,916
Duygusal Zekâ	İkinci Düzey	174,934	96	1,822	0,062	0,872	0,910	0,958	0,913

Tablo 3'de yaşam tatmini ve girişimcilik niyeti ölçeklerinin uyum iyiliği değerleri iyi/kabul edilebilir uyum aralığında olduğu görülmektedir. Bununla birlikte, duygusal zekâ ölçeğinin örneklem büyüklüğüne ve faktör yüklerine karşı hassasiyet gösterdiği bilinen GFI dışındaki uyum iyiliği değerlerinin istenilen aralıkta olduğu için uyum iyiliği kriterini karşıladığı kabul edilmiştir (Düger, 2020: 714).

4. 2. Korelasyon Analizi Sonuçları

Araştırma kapsamında duygusal zekâ, girişimcilik niyeti ve yaşam tatmini değişkenleri arasındaki ilişkileri incelemek amacıyla yapılan korelasyon analizi sonuçları Tablo 4'de verilmiştir.

Tablo 4. Korelasyon Katsayıları

Değişkenler	**Yaşam Tatmini**	**Girişimcilik Niyeti**	**Duygusal Zekâ**
Yaşam Tatmini	1		
Girişimcilik Niyeti	0,093	1	
Duygusal Zekâ	0,173**	0,145**	1

**p<0,01

Tablo 4'te görüldüğü üzere duygusal zekâ ile yaşam tatmini (0,173**) ve girişimcilik niyeti (0,145**) arasında pozitif yönlü ve düşük düzeyde ilişki olduğu tespit edilmiştir.

4. 2. Hipotez Testleri

Duygusal zekânın girişimcilik niyetine etkisinde yaşam tatmininin aracılık rolü olup olmadığını incelemek amacıyla araştırmanın kavramsal modeline uygun olarak, Hayes'in (2018) geliştirmiş olduğu PROCESS v3.4 makro uygulaması kullanılmıştır. Araştırma kapsamında aracılık analizi "model 4" üzerinden gerçekleştirilmiştir. Bu modele uygun olarak duygusal zekâ (X) bağımsız değişken, girişimcilik niyeti (Y) bağımlı değişken ve yaşam tatmini (M) aracı değişken olarak belirlenmiştir. Bootstrap 5.000 yeniden örnekleme seçeneği kullanılarak gerçekleştirilen analizlerde, aracı etki hipotezinin desteklenmesi için %95 anlamlılık (Bootstrap 95%CI) düzeyinde güven aralıklarının [BootLLCI ve BootULCI] sıfır değerini kapsamaması dikkate alınmaktadır (Gürbüz, 2019: 66). Duygusal zekânın girişimcilik niyetine etkisinde yaşam tatmininin aracılık rolünü incelemeye yönelik bootstrap regresyon analizine ilişkin sonuçlar Tablo 5'te yer almaktadır.

Tablo 5. Bootstrap Regresyon Analizi Sonuçları

Duygusal Zekânın Girişimcilik Niyeti Üzerindeki Etkisinde Yaşam Tatmininin Aracılık Rolü									
Değişkenler		Regresyon			BootCI		Model Özeti		
		b	t	Sig.	LLCI	ULCI	R^2	Model F	Sig. F
1	Duygusal Zekâ → Girişimcilik Niyeti	0,156	2,137	0,034*	0,012	0,300	0,021	4,569	0,034*
2	Duygusal Zekâ → Yaşam Tatmini	0,239	2,560	0,011*	0,055	0,424	0,030	6,555	0,011*
3	Duygusal Zekâ → Girişimcilik Niyeti	0,143	1,931	0,055	-0,003	0,289	0,026	2,797	0,063
	Yaşam Tatmini → Girişimcilik Niyeti	0,054	1,012	0,313	-0,051	0,160			
Dolaylı Etki (Aracı Etki)		Duygusal Zekâ→ Yaşam Tatmini → Girişimcilik Niyeti							
		b = 0,013; % 95 CI [BootLLCI= -0,009 — BootULCI= 0,040]							

*p< 0,05

Tablo 5'te görüldüğü üzere ilk aşamada duygusal zekânın girişimcilik niyeti üzerinde istatistiksel olarak anlamlı ve pozitif yönde bir etkisinin olduğu (%95 CI [0,012; 0,300]; b=0,156; t=2,137; p=0,034) ve girişimcilik niyetindeki değişimin %2,1'i duygusal zekâ tarafından açıklanabileceği sonucuna ulaşılmıştır (R^2=0,021; F=4,569; p=0,034).

İkinci aşamada duygusal zekânın yaşam tatmini üzerinde istatistiksel olarak anlamlı ve pozitif yönde bir etkisinin olduğu (%95 CI [0,055; 0,424]; b=0,239; t=2,560; p=0,000) ve yaşam tatminindeki değişimin %3'ü duygusal zekâ tarafından açıklanabileceği sonucuna ulaşılmıştır (R^2=0,030; F=6,555; p=0,011).

Üçüncü aşamada aracı etkinin belirlenmesi amacıyla bağımsız değişken duygusal zekânın ve aracı değişken yaşam tatmininin birlikte dahil edildiği regresyon modelinin istatistiksel olarak anlamlı olmadığı sonucuna ulaşılmıştır (R^2=0,026; F=2,797; p=0,063). Bu regresyon modelinde, hem duygusal zekânın (%95 CI [-0,003; 0,289]; b=0,143; t=1,931; p=0,055) hem de yaşam tatmininin (%95 CI [-0,051; 0,160]; b=0,054; t=1,012; p=0,313) girişimcilik niyeti üzerinde istatistiksel olarak anlamlı bir etkisinin olmadığı da saptanmıştır.

Son olarak, aracı değişken olan yaşam tatmini modele dâhil edildiğinde hesaplanan dolaylı etkinin %95 bootstrap güven aralıkları sıfır değerini kapsadığından (b=0,013; %95CI [BootLLCI= -0,009; BootULCI= 0,040]) test edilen aracılık modelinin istatistiksel olarak anlamlı olmadığı sonucuna ulaşılmıştır. Bootstrap regresyon analizi sonuçlarına göre **H_1** ve **H_2** hipotezleri kabul edilirken, **H_3** ve **H_4** hipotezleri desteklenmemiştir.

5. SONUÇ VE ÖNERİ

Bu çalışmada, Gaziantep Üniversitesi İslahiye İktisadi ve İdari bilimler fakültesinde öğrenim gören 215 öğrencinin, duygusal zekâlarının girişimcilik niyetleri üzerindeki etkisini ölçmek ve bu iki değişken arasında yaşam tatmini algılarının aracı rol oynayıp oynamadığı incelenmiştir. Araştırmada kullanılan ölçekler, yüksek derecede güvenilir olarak ölçümlenmiştir. Korelasyon analizi sonucu, duygusal zekâ, girişimcilik niyeti ve yaşam tatmini arasında düşük fakat anlamlı ve pozitif yönde ilişki olduğu saptanmıştır. Regresyon analizi sonucunda, duygusal zekânın girişimcilik niyeti ve yaşam tatmini üzerinde etkisi olduğu, yaşam tatmininin girişimcilik niyeti üzerine etkisi olmadığı saptanmıştır, dolayısıyla aracılık etkisinin bulunmadığı sonucuna ulaşılmıştır.

Çalışma sonucu elde edilen bulgulara göre, üniversite öğrencilerinin kendi duygularını anladıkları, başkalarının duygularına karşı hassas oldukları, başkalarının davranışlarını gözlemledikleri ve anladıkları, her zaman kendileri ile ilgili hedef belirledikleri ve başarmak için en iyisini yapmaya çalıştıkları, kendi kendini motive ettikleri, öfkelerini kontrol edebilme,

zorlukları mantıklı bir şekilde ele alma, duygularını yönetme konusunda yetenekli olma şeklindeki duygusal zekâya ilişkin algılarının arttıkça, girişimci olma hedeflerinin bulunduğu, ciddi anlamda kendi işini kurmak ve sürdürmek konusunda çaba göstermek istedikleri, bu konuda kararlı oldukları, kendi işini kurmak konusunda ciddi bir niyet taşıdıkları şeklindeki girişimcilik niyeti algılarının da arttığı söylenebilmektedir. Bu sonuç, daha önce yapılan çalışmaların sonuçları ile paralellik göstermektedir. Şeşen ve Basım (2012), çalışmalarında girişimcilik niyeti ve kişisel özellikler arasında ilişki olduğunu belirtmektedirler. Bunun yanı sıra örneklemin %73,5 gibi büyük bir oranının 21-23 yaş aralığında yer alan gençlerden oluştuğu ele alındığında girişimci niyet konusunda algılarının yüksek olmasının yaşa bağlı olduğu düşünülebilir. Nitekim, Uluyol (2013), araştırmasında üniversite öğrencilerinin yüksek seviyede girişimci eğilimi taşıdıklarını belirtirken, Kara vd., (2020: 192), yaş faktörünün bireyin girişimcilik niyetini etkilediğini belirtmişlerdir. Choo ve Wong (2006), bireylerin kendi işini kurmaya genellikle 25 - 34 yaşları arasında karar verdiklerini öne sürmüşlerdir. Bununla birlikte Sahinidis ve Aegean (2021) tarafından yapılan çalışmada olduğu gibi girişimcilik niyetinin yaş ile ilişkili olmadığını belirten çalışmalar da mevcuttur. Ayrıca Swanson vd. (2018) çalışmalarında yüksek düzeyde duygusal zekânın, kişisel ilişkiler ve iş ilişkileri üzerinde olumlu ve önemli bir etkiye sahip olduğunu ve duygusal zekâ ile girişimcilik başarısı arasında güçlü bir ilişki olduğunu saptamışlardır.

Ayrıca, öğrencilerin duygusal zekâya ilişkin algıları arttıkça, ideallerine yakın mükemmel bir yaşantısı olduğu, yaşamından memnuniyet duyduğu, istediği şeylere sahip olduğu ve yine dünyaya gelse hayatındaki hiçbir şeyi değiştirmek istemediği yönündeki yaşam tatminine ilişkin algılarının da arttığı tespit edilmiştir. Fakat öğrencilerin hayatlarından memnun olmalarının, girişimcilik niyetleri üzerinde etkisi olmadığı araştırmanın sonuçlarındandır. Öğrencilerin henüz bir ailenin geçim kaynağından sorumlu olmamanın verdiği rahatlıkla böyle düşündükleri çıkarımı yapılabilir. Çünkü girişimde bulunmak pek çok zaman bazı riskleri üstlenmek zorunda kalındığı ve para gerektiği düşüncesini içinde barındırmaktadır. Çünkü zaten girişimciliğin temelinde, kâr elde etmek, hayatta kalmak ve büyümek vardır. Araştırma kapsamında yer alan katılımcıların henüz bir iş girişiminde bulunmadıkları düşünüldüğünde, öğrencilerin girişimcilik, başarılı bir iş kurma, yürütme bilgi ve yeteneğine sahip olmaları için eğitilmeleri gereklidir. İş fikirleri varsa KOSGEB gibi kurum ve kuruluşlarla nasıl iş birliği yapıldığı gibi farkındalık kazandıracak seminerler düzenlenmelidir. Alanında gençlerin örnek alabileceği, başarılı girişimciler üniversitelere davet edilmeli ve etkileşimli konferanslar düzenlenmelidir. Girişimciliğin yanı sıra, duygusal zekânın öğrenilebilen ve uygulama ile geliştirilebilen bir beceri olması hasebiyle gençlerin duygusal zekâlarını artıracak uygulama ve eğitimlere katılması sağlanmalıdır. Böylelikle gençlere, kişisel ve profesyonel ilişkiler kurma ve sürdürme yeteneği, kendi duygularını tanıma ve yönetme yeteneği, bunların başkaları üzerindeki etkilerini görme ve tanıma, ilişkileri yönetme yeteneği kazandırılmış olur. Böylelikle hem iş hem yaşam dengesi adına öz yeterlilik kazanan gençlerin giriştikleri işlerde başarı şanslarının yükselmesi hedeflenmelidir.

Gelecekte yapılacak çalışmalar için ele alınması gereken bazı kısıtlar bulunmaktadır. Çalışma da sadece üniversite gençliğine odaklanıldığında, araştırmanın genellenebilir olması açısından, farklı kitle ve yaş gruplarına tekrar uygulanması önerilebilir. Girişimcilik niyetine ilişkin yapılan araştırmalarda varlıklı bir ailede doğmuş olmanın, maddi durumun ya da farklı kişilik özelliklerinin girişimcilik niyeti üzerine etkisi olup olmadığının araştırılması önerilebilir.

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Seçmen Profiline Kısa Bir Bakış

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ÖZET

Son dört yıl önce pandemi süreci ve sonrası 11 ilde deprem felaketi yaşayan Türkiye, bu ağır koşullar altında seçim sürecini ertelemeyerek, seçime gitmiş ve 28. Mayıs 2023 tarihinde seçimi tamamlamıştır. Yüzyıllık bir demokrasi deneyimi olan Türkiye Cumhuriyeti'nin ikinci yüzyılının 28 Mayıs 2023 ilk seçimi sonrasında seçmen profili yaş itibariyle, 1. 18- 25 arası seçmen, 2. 25- 35 arası seçmen, 3. 35- 45 arası seçmen, 4. 45- 55 arası seçmen, 5. 55- 65 arası seçmen, 6. 65- 75 arası seçmen, 7. 75- 80 arası seçmen, 8. 80- sonrası seçmen diye sekiz başlıkta ele alınarak, tercihlerini olumlu olumsuz etkileyen nedenlerin neler olduğu hususu araştırılmıştır. Bu çalışmada nitel bir yöntem izlenmiştir.
Anahtar Kelimeler: Demokrasi, Profil, Seçim, Seçmen, Türkiye.

A Brief Overview of Voter Profile

ABSTRACT

Having experienced earthquake disasters in 11 provinces during and after the pandemic process four years ago, Turkey did not postpone the election process under these severe conditions, went to the elections and completed the elections on 28. May 2023. After the first election on 28 May 2023 of the second century of the Republic of Turkey, which is a century-long democracy experience, the electorate profile is as follows: 1. 18-25 voters, 2. 25-35 voters, 3. 35-45 voters, 4. 45-55 voters, 5. 55-65 voters, 6. 65-75 voters, 7. Voters between 75-80 and voters after 8.80- were discussed under eight headings, and the reasons that positively and negatively affect their preferences were investigated.
A qualitative method was followed in this study.
Keywords: Democracy, Profile, Election, Voter, Türkiye.

GİRİŞ

Bilindiği üzere, günümüz dünyasında her bireyin özgür iradesiyle siyasi tercihlerini yapmaları, demokratik devletlerin olmazsa olmazı haline gelmiştir. Türkiye yüzyıldan daha fazla bir demokrasi deneyimine sahiptir. Türkiyede siyasi tercih yapan kişi yani seçmen yaşı 18 dir. Ayrıca seçmen olmak için **1**. Nüfusa kayıtlı olmak, **2.** Kamu hizmetinde yasaklı olmamak. Seçim günü oy kullanamayacaklar ise; askeri öğrenciler, silah altında olan erler, tutuklu ve hükümlüler. Öte yandan aday olmanın koşulları: **1.** T.C. Vatandaşı olmak, **2.** Kamu hizmetinde kısıtlı olmamak, **3.** En az ilk okul mezunu olmak, **4.** Askerlik hizmetini yapmış olmak, **5.** Hüküm giymemiş olmak. 14. Mayıs 2023- 28 Mayıs 2023 arasında Türkiye'de yapılan seçimlerde yurtdışında yaşayan Türk vatandaşları da oy haklarını yerine getirmişlerdir.

LİTERATÜR TARAMASI

Türkiye'de 1876 Anayasasının ilanını izleyen 1877 yılında başlayarak, 1908, 1912, 1914, 1919, 1920, 1923, 1927, 1931, 1935, 1939, 1943 yıllarında aralıklarla seçim uygulamaları yapılmıştır. 1946- 1950 yılları arasında çok partili dönem başlar. Yeni seçim kanunu yapılır(Özek, s. 408...). Seçim uygulamalarının ast olan temel öğelerini siyasi partiler, seçilenler ve seçmenler teşkil eder. Seçmen profili: Seçmeni, diğer seçmenlerden ayıran tutum veya eğilimi(2011:2054). Bir başka ifadeyle ayırt edici özelliklerinin tümü. Seçmenin siyasi tercihi hususunda yaptığım litaratür taramasında, geçmişten bugüne insan düşüncesinin bir sonucu, seçmen tercihinin birey tercihi olarak ele alınarak «erdem» ile erdem» 'in de «özgürlük» ile ilişkilendirilerek «özgür irade» altında ele alınarak incelendiğini belirledim. Bu incelemelerin belli başlılarından olan Determinist görüş; insanların kararlarında bağımsız olamayacağını, verdiği her kararın bir sebebe bağlı olduğunu savunurken, indeterminiz görüş ise, birey aldığı kararlarda bağımsız bir şekilde hareket edebilir ve özgür iradesiyle eylemlerini gerçekleştirebilir(Keil: 2007). Bu konu Aristoteles, Platon, Benjamin Libet, Spinoza, Ebu Bekir Razi, Farabi, İbn Rüşd, Leibniz, Schopenhauer ve bu gibi pek çok filozof tarafından tartışılmış, bugün tartışılmaya devam edilmektedir.

METODOLOJİ

Son dört yıl, salgın süreci ve sonrası 11 ilde yaşanan deprem felaketi yaşayan Türkiye, 14 Mayıs 2023 tarihli seçim kararını ertelemeyerek seçime gitmiş ve 14 Mayıs- 28 Mayıs 2023 tarihinde seçimi tamamlamıştır. Türkiye Demokrasisinin ikinci yüzyılında seçmen profili onar yıllık yaş itibariyle; **1.** 18-25, **2**. 25- 35, **3**. 35- 45, **4.** 45- 55, **5.** 55- 65, **6.** 65- 75, **7.** 75- 85, **8**. 85 sonrası olmak üzere sekiz başlıkta ele alınarak, tercihlerini etkileyen nedenlerin neler olduğu hususunun araştırılması amaçlanmıştır. İfade edildiği üzere, seçmen yaşı göz önüne alınmıştır. **1**.Yüz yüze görüşme, **2**. Grup görüşmesi benimsenmiştir. Yirmi binden fazla birey ile görüşme sağlanmıştır. Bu sayının sadece onu 85 sonrası seçmendir. Bu çalışmada nitel bir yöntem ve fenomenolojik bir yaklaşım benimsenmiştir. Toplum bireyleriyle çoğunlukla yüz yüze görüşülerek, durum, kavram, deneyim göz önünde bulundurularak sonuca gidilmiştir.

BULGULAR VE TARTIŞMA

Seçmen: Seçimde oy verme hakkı olan kimse(Türkiye'de 18 yaşına girmiş her seçmen oy kullanma hakına sahiptir). 14 Mayıs 2023 seçimlerine katılan parti ve ittifaklar: **1**. Millet Partisi, **2**. Hak ve Özgürlükler Partisi, **3**. Sosyalist Güç Birliği İttifakı: **3.1.** Türkiye Kominist Partisi, **3.2.** Türkiye Kominist Hareketi, **3.3.** Sol Parti. **4.** Genç Parti, **5.** Memleket Partisi. 6. Cumhur İttifakı: **6.1.** Büyük Birlik Partisi,

6.2. Ak Parti, **6.3.** Yeniden Refah Partisi, **6.4.** MHP. **7.** Emek ve Özgürlük İttifakı: **7.1.** Yeşil Sol Parti, **7.2.**Türkiye İşçi Partisi. **8.** Büyük Türkiye Partisi. **9.** Adalet Birlik Partisi, **10.** Anavatan Partisi, **11.** Yenilik Partisi, **12.** Halkın Kurtuluşu Partisi, **13.** Milli Yol Partisi, **14.** Vatan Partisi, **15.** Güç Birliği Partisi, **16.** Millet İttifakı: **16.1.** CHP, **16.2.** İyi Parti. **17**. Ata İttifakı: **17.1.** Adalet Partisi, **17.2.** Zafer Partisi, 1**8.** Bağımsız Türkiye Partisi. **19.** Bağımsızlar. Türkiye genelinde seçime katılım oranı % 88.92.dir. Seçmenleri etkileyen hususların(Ekonomi, eğitim, iş, kariyer, lider, parti, güven, istikrar ve bu gibi) önceliklerine göre yaş aralıklarının yanı sıra ikinci kez sınıflandırıldı.

1. 18- 25
1.1. Lider tercihli seçmen: **1.** Güç, **2**. Güven, **3.** Lider sevgisi, **4.** Milli duruş, **5**. İş, **6.** Milli savunma.
1.2. Değişim tercihli seçmen: **1.**Yeni yüzler, **2.** Koşullar, **3**. Yaşam kalitesi.
1.3. Ekonomik ağırlıklı tercihli seçmen: **1.**Yaşam kalitesi, **2.** Güvence, **3**. İş.
1.4. Eğitim ağırlıklı tercihli seçmen: **1.** Kariyer imkanı , **2**. Güvence.
1.5. İş ağırlıklı tercihli seçmen: **1.** İş imkanı, **2.** Güvence, **3**. Lider sevgisi.
1.6. Kararsız ağırlıklı seçmen: **1.** Beklentisi yüksek, **2.** Değişim.

2. 25- 35
2.1. Lider tercihli seçmen: **1.** Güç, **2.** Güven, **3.** Milli duruş, **4**. İş.
2.2. İş ağırlıklı tercihli seçmen: **1**. İş güvencesi, **2.**Yaşam kalitesi.
2.3. Ekonomik ağırlıklı tercihli seçmen, **1.** İstikrar , **2.** Güvence, **3.** Yaşam kalitesi.
2.4. Kariyer öncelikli tercihli seçmen: **1.** Kariyer imkanı, **2.** Değişim.
2.5. Kararsız ağırlıklı seçmen: **1.** Beklentisi yüksek, **2.** Yaşam kalitesi.

3. 35- 45
3.1. Ekonomik tercihli seçmen: **1**.Yaşam kalitesi, **2**.Sürdürebilir, **3**. İstikrar.
3.2. Lider tercihli seçmen: **1.** Güven, **2.** Güç, **3.** İstikrar.
3.3. İş ağırlıklı tercihli seçmen: **1.** İş güvenliği, **2.** Kariyer.
3.4. İstikrar tercihli seçmen: **1.** Milli güvenlik, **2.** Güven, 3. Sürdürebilirlilik.
3.5. Güven tercihli seçmen: **1.** İstikrar, **2.** Yaşam kalitesi, **3.** Güven.
3.6. Fanatik parti görüş tercihli seçmen: **1.** Lider ve parti sevgisi.

4. 45- 55
4.1. İstikrar tercihli seçmen: **1.** Milli güvenlik , **2.** Güvence, **3.** Güç.
4.2. Lider tercihli seçmen: **1.** Güven, **2.** Sevgi, **3.** İstikrar.
4.3. Ekonomik tercihli seçmen: **1.**Yaşam kalitesi, **2.** Sürdürebilirlik.
4.4. Fanatik parti tercihli seçmen: **1.** Parti ve lider sevgisi.
5.5. Güven tercihli seçmen: **1.** Milli güvenlik, **2.** İstikrar, **3.** Güç.

5. 55- 65
5.1. Ekonomik tercihli seçmen: **1.** Yaşam kalitesi, **2.** Sürdürebilirlilik, **3.** Güven, **4.** İş.
5.2. Güven tercihli seçmen: **1.** Milli güvenlik, **2.** İstikrar, **3.** Sürdürebilirlilik.
5.3. İstikrar tercihli seçmen: **1.** Vatan sevgisi, **2.** Güven, istikrar, **3.** Güç.
5.4. Ülke geleceği tercihli seçmen: **1.** Milli güvenlik, **2.** İstikrar, **3.** Güven.
5.5. Kararsız seçmen: **1.** Yüksek beklenti, **2.** Değişim.

6. 65- 75
6.1. İstikrar tercihli seçmen: **1.** Milli güvenlik, **2**. Güç, **3**. Güven.
6.2. Ekonomik tercihli seçmen: **1.**Yaşam kalitesi, **2.** Sürdürebilirlilik, **3.** Güç.
6.3. Ülke geleceği tercihli seçmen: **1.** Milli güvenlik, **2.** İstikrar, **3.** Sürdürebilirlik.

6.4. Güven tercihli seçmen: 1. İstikrar, **2.** Milli irade, **3**. Güç.
6.5. Fanatik parti tercihli seçmen: **1.** Parti ve lider sevgisi.

7. 75- 85
7.1. Fanatik parti tercihli seçmen: **1.** Parti sevgisi, **2.** Lider Sevgisi.
7**.2**. Güven tercihli seçmen: **1.** Milli Güvenlik, **2**. İstikrar, **3**. Sürdürebilirlik.

8. 85 > …

1. Güven tercihli seçmen: **1**. İstikrar, **2.** Güven, **3.** Ekonomik refah**, 4.** Milli Savunma.

Bilindiği üzere, geçmişte ve günümüz dünyasında, seçmeni etkileyen medya söylem ve görsellerin tümünü içine alan kampanyalar yapıla gelmektedir. Geçmişe bakıldığında kampanyaları başarıya götüren anahtar sözcüklerin söylemlerin içinde olduğu görülebilir.

. 1950 Seçimleri > Yeter Söz Milletindir.
. 1950-1977 > Karaoğlan > Kahraman Ecevit. Beklenen.
. 1977 > Seçim İçin Değil Rejim İçin Sandık Başına.
. 1983 > 1984 Kimse İşsiz Kalmayacak, Birleşelim, Birleştirelim, Geçmişe Değil, Geleceğe Bakalım.
. 1987 > Sıkılmış Limon "Çağ Atlayan Türkiye'ye Karşı."
. Yeni Bir Çağın Eşiğinde Türkiye, Neye Evet? Neye Hayır?.
. Evet mi? Hayır mı? Çağ Atlayan Türkiye.
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. Orta Direk Yeniden Güçlenecek. Kalkınma Yeniden Başlıyor, Ne Farkları Var, Yol Ayrımı.

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. 1994 > Yerel Seçimler. Sağ mı Geliyor Hadi Canım Sen de, Biz Çözeriz. Türkiye'nin Teminatı

Refah.

. 1995 > Adil Düzen İktidarda. Türkiye'ye İlkeli Lider, Kararlı Siyaset Gerek.
. 1999 > Boş Verme Karar Ver. Yeni 1000 Yılda, Yeni Bir Türkiye İçin BÜYÜK ÇAĞRI .

Bugüne iletişim açısından bakıldığında, radyo ve televizyonun yanı sıra, facebook, İnternet, Tweeter, You Tube, watsApp gibi. pek çok iletişim kanalı görülür. Bu durumun seçim çalışmalarına büyük avantaj sağlayacağı gibi olumsuz yönlerinden de söz edilebilir. Çünkü gündemi daima diri, güncel ve çözüm odaklı tutmanın zorluğunun aşılması söz konusudur. Sekiz başlıkta topladığım seçmen grubuna medyadan, söylev ve reklam, propagandalarından ne kadar etkilendiği sorusuna genelde verilen cevap aşağı yukarı aynı. "Söz konusu olan partiye, kişiye ve koşullara göre değişir." **2001-2023** ün başlıca söylemleri: Türkiye Yüzyılı. Haydi Bir Daha. Durmak Yok Yola Devam. Haydi Bir Daha. Yeniden Türkiyem. Evet İle Güçlü Türkiye. Bu Vatana Söz Verdik. Güçlü Türkiye. Doğru Zamanda Doğru Adam.

18- 25, 25- 35, 35- 45, 45- 55, 55- 65, 65- 75, 75- 85, 85 ve sonrası, 10 yıl aralıklı belirlemiş olduğum seçmenlerin öncelikle göz ardı etmedikleri, partilerin lider ve adayları. Daha sonra ön planda tuttukları ve tercihlerini doğrudan etkileyen hususlar: **1.** Ülkenin düzen ve istikrarını bozmaya neden olacak her türlü etken başta olmak üzere(gelir dağılımının eşitsizliği, düzensiz göç ve bu gibi), istihdam, iş imkanı, iş güvenliği, kariyer imkanı, yaşam kalitesi ve bu gibi beklentileri. **2.** Milli duruş, milli savunma, güvenli, istikrarlı, sürdürebilir ve bu gibi koşullardan taviz vermeyecek güçlü, güvenli bir lider başkanlığında bir

yönetim beklentisi. **3**. Lider sevgisi doğrudan etki. 4. Parti sevgisi doğrudan etki. Seçmeni doğrudan olumsuz etkileyen nedenler ise; **1.** Ülke gerçeklerinin, sorunlarının ve çözümlerinin açık net bir şekilde ifade edilmemesi, **2.** Artık Türkiye'de eski seçmenin olmadığını bile bile seçmenin hiç bir şeyi bilemeyeceği ortamının yaratılması, **3.** Seçmen kararından şüphe duyulması, 4. Siyasetin öncelikle ülke insanına hizmet olduğu gerçeğinin unutulması, **4.** Seçmenin beş yılda bir hatırlanması, 5. Ülke yönetimine talip olanların tam güven vermemesi.

SONUÇ

Ülkemiz insanının salgın daha sonra 11 ilde yaşadığı deprem sonrası seçime gitmesi sonucu köylüsü, kentlisi hangisi olursa olsun günümüz seçmeninin çoğunluğunun en önemli özelliği, bireysel olarak kaliteli yaşamın öncelikleri arasında olduğu, milli değerlerden vazgeçilemeyeceği, gerektiğinde değişim, milli duruş, mill savunma, güçlü ekonomi, istikrar, sürdürebilir, bilgi çağının gereğini yerine getirmede ve eğitimden taviz verilemeyeceği ve güçlü bir yönetimden yana tercihleri olduğuna ilişkin görüşlerini açık ve net bir şekilde dile getirmeleridir. Seçime ilgisiz olan seçmen sayısı ise, görüşülmüş seçmen sayısına göre yok denecek kadar azdır. 2023 seçimlerinin kazanılmasına etken söylemler: "**Doğru zamanda Doğru Adam", "Türkiye Yüzyılı", "Durmak Yok Yola Devam".** Bu sonuca göre gelecek söylemlerin başarılı olmasının anahtar sözcüğü yine birey odaklı olacağı kesin. Sonuç olarak, seçmeni çok yönlü kuşatan parti propagandaları, diğer faaliyetler ve söylemlere rağmen, seçmen tercihini doğrudan etkiliyen, her seçmenin kendine özgü seçmen hafızası ve sağduyusunun olduğunu söylemek yanlış olmaz. Bu nedenle, seçmen hafızası ve sağ duyusu gerçeğini göz ardı etmemek gerçeğine vurgu yapmak gerekir.

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Halkla İlişkiler ve Siyasal Propaganda Bağı

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ÖZET

Halkla ilişkiler ve propaganda arasında yapılan iş ve işin yapılış biçimi bakımından farklar bulunmaktadır. Ancak işin/ faaliyetin/ pratiğin doğası bakımından iki alan arasında önemli bir fark yoktur. Halkla ilişkiler, siyasal yönetim etkinliğine halkın gönüllü katılımını sağlama ve beraberinde halk desteğini kazanmanın gerektirdiği siyasal koşullarda gelişmiştir. Bilgilendirme ile halkın düşüncesini biçimlendirme ya da halkı ikna etme işi, siyasal propagandada giderek yaygınlaşmış ve kamuoyu kavramının önemi artmıştır.
Çalışma, kamuoyunu biçimlendirme pratikleri olarak Türkiye'de halkla ilişkiler ve siyasal propaganda bağını incelemek için tasarlanmıştır. Kamu desteği oluşturma işi, Adalet Bakanlığı içinde örgütlü Medya İletişim Büroları örneğinde incelenmiştir. Birimde yapılan işler ve işin yapılma şekline yönelik yürütülen incelemede Artvin, Rize, Trabzon, Giresun, Ordu il adliyelerindeki bürolarda sorumlu yetkililerle yarı yapılandırılmış görüşmeler gerçekleştirilmiştir. Geleneksel niteliksel araştırma olarak tasarlanan bu araştırmanın sonuçları, yukarıda belirtilen teorik varsayımı desteklemektedir: Kamu desteğini sağlama biçimleri olarak halkla ilişkiler ve siyasal propaganda faaliyetleri, belli örgütlü amaçlar için bilgi oluşturma, yayma ve böylelikle halkın düşüncesini biçimlendirme karakteri taşımaktadır.
Anahtar Kelimeler: Kamuoyunu Biçimlendirme Pratikleri, Halkla İlişkiler ve Siyasal Propaganda Bağı, Medya İletişim Büroları, Doğu Karadeniz İl Adliyeleri.

The Connection to Public Relations and Political Propaganda

ABSTRACT

There are differences between public relations and propaganda in terms of the work done and the way work is done. However, there is no significant difference between the two fields in terms of the nature of the work/activity/practice. Public relations has developed in the political conditions required to ensuring the voluntary participation of the public of political administration activity and gaining public support. The work of shaping public opinion or persuading the public with information has become increasingly widespread in political propaganda and the importance of the concept of public opinion has increased.
The study is designed to examine the connection to public relations and political propaganda in Turkey as practices forming of public opinion. The work of building public support has been research in the example of Media Communication Bureaus organized within the Ministry of Justice. In the research carring out on the work done in the unit and the way the work is done, Semi-structured interviews have been performed with the responsible officials in the offices in the provincial courthouses of Artvin, Rize, Trabzon, Giresun, Ordu. The results of this research, which was designed as a traditional qualitative research, support the above-mentioned theoretical assumption: Public relations and political propaganda activities as shaping of providing public support, has the character of knowledge creation, dissemination for certain organized purposes and thereby shaping of public opinion.
Keywords: Practices of Forming of Public Opinion, the Connection to Public Relations and Political Propaganda, Media Communication Offices, Eastern Black Sea Province Courthouses.

Giriş

Halkla ilişkilerin gelişim süreci modern toplumların geçtiğimiz yüzyıldan bu yana konuştuğu, anlamaya ve üzerinde uzlaşmaya çalıştığı konuları içermektedir. Halk anlayışı, halka yayma, kamuoyu, kamuoyunun rasyonelliği, kültürel değişim, bireysel kimlik, kitle, sivil toplum gibi kavramlar belli olgularla tartışıla gelmiştir. Kentleşme, kitlesel üretim, işçi hareketleri, kitlelerin kontrolü bu tartışmalara yön vermiştir. Kapitalizmin gelişmesi anlamına gelen modern toplum ve modern yönetim anlayışının yaşadığı sorunların çözümünde odak noktayı halkın düşüncesini kontrol oluşturmuştur. Özellikle savaş ve toplumsal hareket zamanları halkın aklını kontrolde yeni taktikler geliştirilmiş, halkla ilişkiler bunlar içinde yer bulmuştur.

Halkın düşüncesini bilme, bilineni biçimlendirme çabaları, propagandanın bir anlamda yeni hali olarak kabul edilen halkla ilişkiler faaliyetlerinin gelişim koşullarından biri olmuştur. Halkla ilişkiler ilk olarak siyasal alanda ortaya çıkmıştır. Seçme ve seçilme hakkı sağlayan siyasal koşullara bağlı olarak siyasal yönetim etkinliğine halkın gönüllü katılımı önem bulmuş ve kamuoyu oluşturma koşulu doğmuştur. Bilinç yönetimi yoluyla halk desteğini sağlama girişimleri, "aktif" kamuoyunun (en azından teorik olarak) oluşmasıyla önem kazanmıştır (Erdoğan, 2006). Modern yönetim tarzında yönetim etkinlikleri, halk desteğini sağlama gereksinimiyle şekillenmiştir.

Stuart Ewen'ın (1977) ifadesiyle, halkla ilişkiler ve propaganda aynı aileden gelen ikiz kardeş gibidir. Halkla ilişkiler ve propagandanın yaptığı şey, bilgilendirme ile halkın düşüncesini biçimlendirmedir. Erdoğan'a (2018a) göre, yapılış biçimi, koşulları, alanları farklı olmakla beraber yapılanın doğasında ciddi fark yoktur. Yapılan işin doğası bakımından ikisi arasında önemli bir fark olmadığının açıkça araştırmalarla gösterilmesi gerekir. Tam da bu noktada, çalışmanın önemi ve amacı ortaya çıkmaktadır. Halkla ilişkilerin propaganda ile benzerliği ve farkları, Türkiye'de halkla ilişkiler alanında yazılan hemen hemen her kitapta yer bulmaktadır. Yaptığı işin doğası bağlamında, her iki alanın arasındaki fark ya da benzerliği ortaya kayan çalışma ise oldukça sınırlıdır.

Araştırmanın amacı, siyasal yönetim etkinliğine halkın gönüllü katılımını sağlamanın önemli olduğu siyasal yapılarda halkın biliş, bilinç ve davranış yönetimi gereksinimini belirleyen koşulları açıklayarak halkla ilişkiler ve propagandada yapılanın doğası konusunda alandaki bilgi birikimine katkıda bulunmaktır. Çalışmanın önemi konudaki bilgi birikimine katkıda bulunma ile sınırlı değildir. Diğer yandan iletişim, kitle iletişim, propaganda ve halkla ilişkiler bağını açıklamaya katkıda bulunması umulmaktadır.

Çalışma, bilgilendirerek kamuoyunu biçimlendirme işi kapsamında halkla ilişkiler ve siyasal propaganda faaliyetlerinin ortak doğasını incelemek için tasarlanmıştır. İş, işin yapılış biçimi, iş ilişkileri Adalet Bakanlığı içinde örgütlü Medya İletişim Büroları örneğinde incelenmiştir. Tanımlayıcı ve açıklayıcı niteliksel tasarıma sahip çalışmada, Medya İletişim Bürolarının örgütlenme biçimi, yapılan işler ve işin yapılma şekline yönelik yürütülen incelemede kurumsal dokümanlar, ilgili kitaplar, makaleler gibi yazılı kaynakların yanı sıra veri toplama tekniği olarak görüşmeler kullanılmıştır. Artvin, Rize, Trabzon, Giresun, Ordu il adliyelerindeki bürolarda, birim yetkilileriyle yarı yapılandırılmış görüşmeler gerçekleştirilmiştir.

Halkla İlişkiler ve Propaganda Pratikleri: Halk Desteğini Biçimlendirme-Kamuoyu Oluşturma

Propaganda ve halkla ilişkiler arasındaki bağ; belli halkları, belli bir amaç/çıkar doğrultusunda, bu amacı yüklenmiş üretilmiş iletiler yoluyla ikna etme işiyle ilgilidir. Halkın tutum, inanç ve davranışlarına etki etme, başka bir ifadeyle halkın düşüncesini kontrol etme işi/faaliyeti/pratiği ve pratiğin gerçekleşmesinin zorunlu koşulu olan ikna iletişimi yürütme, bu iki alanı birbirine bağlamaktadır. Dolayısıyla, modern toplumlarda ikna pratiklerinin çeşitlenmesinin bağlı olduğu gereksinim ve koşullar her iki alana, alandaki gelişmelere etki etmiştir. Gelişmeler, halkla ilişkiler ve propagandada profesyonel pratikleri beslemiştir.

Qualter'ın (1980) belirttiğine göre propagandanın varlığı nedeniyle demokrasinin temelindeki varsayımların yeniden düşünülmesini sezinleyen ilk yazar B. Jerrold olmuştur. 1883'te Jerrold, oy hakkının genişlemesiyle kamuoyunun, yöneticilerin yöneticiliklerini devam ettirmek için dayandıkları bir güç haline gelmesi nedeniyle "kamuoyu imalinin" daha derinlemesine incelenmesi gerektiğini yazmıştır (Qualter, 1980: 302). Oy hakkı ve siyasilerin oy toplama gerekliliği beraberinde kamuoyunu kontrol işine profesyonellerin ilgisi artmıştır. Psikoloji alanındaki bilimsel gelişmeler, haberleşme teknolojisindeki gelişmeler vb. koşullar beraberinde siyasal alanının kontrolünü sağlamak isteyenler için ikna, özellikli bir iş haline gelmiştir.

19. yüzyılın sonunda kitlelerin kontrolü konusunda Freud ve sosyal psikolog Gustave Le Bon'un görüşleri önem kazanmıştır. 20. yüzyılın başlarında Freud'un yeğeni Edward Bernays, dayısının psikanaliz çalışmalarından faydalandığı halkla ilişkiler işleri yapmıştır. "Bernays, 1928'de halkla ilişkiler pratiği ile ilgili Propaganda adlı kitap yazmış, Nazi Enformasyon Bakanı Goebbels bu kitabı okumuştur. Goebbels, medyayı kullanarak Alman propagandasını gerçekleştirmiştir (Ewen, 1997; Erdoğan, 2018a). Kitle denetimi, sosyal kontrol ve böylelikle egemen toplumsal düzene katkı sağlamayı amaçlayan görüşler, gelişen tanıtım stratejileri üzerinde yoğun bir etki yaratmış (Ewen, 1996: 67), bir anlamda propagandanın yeni hali olan uygulamalar gelişmiştir. Başka biri ifadeyle, halkın desteğini alma ya da belli bir amaç için halkın düşüncesini biçimlendirme gereksinimi, modern propaganda faaliyetlerini çeşitlendirmiş ve halkla ilişkiler bu taktikler içinde yer almıştır.

Kamuoyu kavramı, siyasal propaganda ve kitlelerin yönetiminde 20. yüzyılda giderek artan biçimde önem kazanmıştır. Kamuoyu fikrinin geliştirilmesinde kentleşme ve kitlelerin hareketliliği gibi toplumsal koşullar ve bu koşullara bağlı şekilde gelişen gereksinimler etken olmuştur. Belli çıkar gruplarının amaçlarını meşrulaştırma ve bu meşrulaştırma sürecinde çıkar grupları lehine alınan kararları "herkese mal etme" düşüncesi, kamuoyunun yaygın kullanımını getirmiştir. Kamuoyu kavramının gelişmesinde, toplumsal değişim ve düzenin bozulması karşısında kontrol ve denetim ilişkilerinin, tutucuların aksine, daha ılımlı yürütülmesine vurgu yapan akademisyenlerin görüşleri etkili olmuştur. G. Tarde'ın geliştirdiği "kamu" fikri ile kitle ve kamu arasında yaptığı ayrım bu çalışmalar içinde önemli bir yer almıştır. Chicago Sosyoloji Okulu'nun temsilcilerinden R.E. Park, kitle ve kamu arasındaki farkı daha net bir şekilde belirlemiş ve farklı etkileşim biçimleriyle oluştuklarını iddia etmiştir (Pietilä, 2001: 15). Medyanın işlev ve etkileri alanında yürütülen çalışmalarda, kamu (halk) ve kamuoyu kavramları etkili olmuştur.

Türkiye'de kamuoyunun oluşum süreciyle ilgili yürütülen araştırmaların bir kısmı, konuya batı merkezli bakan çalışmaların aksine Osmanlı Devleti içindeki gelişmeleri başlangıç alan bir yaklaşımla bakmaktadır. Osmanlı'da kamusal mekânlar ve kamuoyu çalışmaları, devlet ve toplum arasında yer alan mekânlar üzerinde yoğunlaşmış ve salon, kulüp, kahvehane gibi mekanların öneminden bahsetmiştir. Osmanlı İmparatorluğu'nda salon veya kulüp gibi mekânlar daha çok Tanzimat sonrasının değişmeye başlayan toplum yapılanmasının ürünleri olarak kabul edilmektedir (Öztürk, 2005: 101). Kamusal alanın ve kamuoyunun ortaya çıkışı

ve gelişmesi açısından çok önemli roller biçilen kahvehanelerin ilk örneği 1554 yılında İstanbul Tahtakale'de açılmıştır (Desmet-Grégoire, 1999: 17'den aktaran Öztürk, 2005: 101). İktidarın üzerlerinde tam bir denetim kuramadığı varsayılan bu mekanlar ve oralarda oluşan kamuoyu, halkın siyasal karar alma etkinliğine gönüllü katılımı anlamında kamuoyunun oluşumunu örneklendiremese de belli bir toplumsal tabakanın siyasal kontrol ve denetim iletişiminde belli bir güç elde etme çabası verdiğini göstermesi bakımından önemlidir.

Siyasetçinin belli aralıklarla tekrarlanan seçimlerde tercih edilmek zorunda kalması, kamuoyunun önemini artırır ve halkın desteğini alma gereksinimi oluşur. Bu açıdan İkinci Meşrutiyet sonrası yapılan 1908, 1912 ve 1914 seçimleri, Türk siyasi hayatında halkoyu desteğini alma çalışmaları bakımından önemli birikimler sağlamıştır. Yeni Türkiye Cumhuriyeti Devletinin yürüttüğü 1923, 1927, 1931, 1935 ve 1939 seçimleri, seçmenin oyunu isteme gerekliliği bakımından siyasal halkla ilişkiler açısından önemli gelişim evreleri olmuştur. Halkla (kamuyla) ilişkilerin gelişimi için; a) siyasal alanda birden çok partinin olması, b) siyasal partilerin seçimle iktidara gelmesi, c) seçim dönemlerinde seçmenin oyunu alma faaliyetinin de ortaya çıkması gerekmektedir (Erdoğan, 2014: 96). Çok partili siyasi hayat, halka seçme hakkı veren önemli bir koşuldur. Bu koşul Türkiye'de 1946'da yasal olarak çok partili siyasal hayata geçişle başlamıştır. Halka gidip oy isteme konusunda 1946 genel seçimleri önemli bir deneyimdir. 1950 ve sonrası "halk isteği", bireysel çıkarlar-parti çıkarları için kullanılmaya başlanılmıştır. Halk desteğine olan gereksinimin doğmasına neden olan siyasal alanda oluşan koşulları ekonomik alandaki gelişmeler takip etmiştir. Kapitalist üretim tarzı ve ilişkilerinin Türkiye'de gelişimi, buna bağlı olarak serbest girişimin önem kazanması, sanayileşme, şehirleşme, kitle iletişim araçlarının yaygınlaşması gibi toplumsal değişmeler beraberinde kamuoyunun öneminin artması ve halkın rızasını elde etmede yeni teknikleri kullanma koşulunu getirmiştir.

1950'lerden başlayıp 1991 Sovyetlerin dağılmasına kadar devam ettiği varsayılan Soğuk Savaş dönemi, halkla ilişkilerin gelişiminin gerektirdiği birçok koşulu sağlamıştır. Soğuk Savaş, "Bu savaşı destekleyen bilimsel girişimler, araştırmalar, bilgi toplama ve değerlendirme, yoğun uluslararası medya propagandası, dış yardım adı altında bağımlılık yaratma, kontrol politikaları ve Amerika'nın eski sömürgecilerin yerini alması yılları olmuştur (Erdoğan, 2006: 69). Bu yıllar, bir ideolojiler savaşı dönemi olmuş ve bu sebeple daha tutarlı bir propaganda veya algı yönetimi gerektirmiştir. Türkiye, Soğuk Savaş döneminde 27 Mayıs 1960, 12 Mart 1971 ve 12 Eylül 1980 olmak üzere üç askeri müdahale ile yüzleşmiştir.

Profesyonel düzeyde halk desteğini kazanma faaliyetlerine ilişkin deneyimler Türkiye'de 1960, 1971 ve 1980'de yaşanan siyasal kargaşa ve ekonomik bunalım koşulları içinde kazanılmıştır. Öğrenci ve işçi protestoları gibi kitlesel hareketler yaşanmış, toplumsal düzenin bozulması karşısında siyasal iktidarların gerekli önlemleri almada yetersiz kalması gerekçesiyle sivil yönetime askeri müdahaleler yapılmıştır. İşçi, çiftçi, öğrenci, kentli gibi farklı toplumsal gruplarda doğan istek ve memnuniyetsizlik ve bunları dillendirme karşısında verilen tepkiler olarak yönetsel faaliyetlerin, birçok zaman sert müdahaleler şeklinde olması bu dönemlerde yönetimin/yöneticilerin düzen sağlama, koruma ve sürdürmede seçtiği yol olarak öne çıkmıştır. Diğer yandan bu süreçlerde Türkiye'de halk yönetim/yönetici ilişkisinin Batı tarzında biçimlenmesinde etkili olan koşullar gelişmiştir.

Planlı kalkınma olarak adlandırılan yeni iktisadi hayat Türkiye'de 1960 sonrası oluşmaya başlamıştır. Bu gelişmeyi, yönetimin halkla olan ilişkilerini düzenlemesi gerekliliği düşüncesinin ilk olarak kamu kurumlarında ortaya çıkması takip etmiştir. Halkın düşüncesi ve düşüncenin bilinmesinin önemi artmış, halkoyunu biçimlendirme faaliyetleri özel ve kamu kesiminde kurumsal bir yapı kazanmış ve profesyonel olarak yürütülmeye başlanmıştır. 1987-

2001 yılları arası Türkiye için siyasal istikrarsızlık ve ekonomik bunalımların yaşandığı güç bir dönem olmuştur. 1989'da yabancı sermaye giriş ve çıkışları ve devletin dış borçlanması üzerindeki kısıtlamaları kaldıran 38 sayılı kararname ile ekonomi, daha sonra sıcak para olarak anılacak, kısa vadeli yabancı sermaye akımlarına açılmış, finansal küreselleşmenin en azından yasal çerçeveleri sağlanmıştır. Ekonominin giderek kırılganlaştığı, bütçe açıklarına, kamunun borçlanma süreci ve sıcak para akımlarına duyarlı hale geldiği bu ortamda küreselleşme Türkiye için dalgalı ve son derece sıkıntılı bir sürece dönüşmüştür (Pamuk, 2017: 276, 278, 280). Küresel pazarın gereksinimleriyle 1980'ler ve sonrasında bilme ve bilgilendirme faaliyetleriyle bilinç yönetim işinde gelişmeler hızlanmıştır. Neo-liberal politikaların uygulanması ve beraberinde özel girişimin güçlenmesi koşulları oluşmuş, rekabetçi politikaların egemen olmasıyla iletişim alanı, dünyada olduğu gibi, daha da önem kazanmaya başlamıştır.

Türkiye modern dünya sisteminin çevre ülkesi olarak, sistemin işlemesine bağımlı bir ülke olma konumunu sürdürmüş ve 21. yüzyıla küresel stratejik planlı gelişmelerin bir parçası olarak girmiştir. Modern dünya sisteminin merkezi yapısı "2003 yılına gelindiğinde ülkeyi, Türkiye Cumhuriyeti'nin seksen yıllık tarihi boyunca gözlenen en ağır dış bağımlılık koşullarına mahkûm etmiştir" (Boratav, 2014: 245). Halkın kaderini belirleyen kararlar bir anlamda Washington, Brüksel, IMF ve Dünya Bankası gibi merkezlerde verilir olmuştur. Bu gelişmelerin temeli, 10-11 Aralık 1999 tarihlerinde Helsinki'de yapılan AB Devlet ve Hükümet Başkanları Zirvesi Komisyon ilerleme raporunda Türkiye'ye aday ülke statüsü verilmesiyle atılmıştır. Yapısal uyum süreci "uyum yasası" paketleri marifetleriyle yürütülmüş, Kopenhag siyasal kriterlerine uyum adı altında pek çok konuyu kapsayacak şekilde anayasal ve yasal düzenlemeler yapılmıştır. Kamuoyunu bilgilendirme politikaları açısından 2003 yılında devlet vatandaş ilişkisinde yeni bir düzenlemeye giden Bilgi Edinme Kanunu, kamu kurumlarına stratejik planlı hareket etme gerekliliği getiren ve 2023'te kabul edilen Kamu Malî Yönetimi ve Kontrol Kanunu öne çıkan düzenlemelerdir.

Kamuoyunu bilgilendirerek biçimlendirme faaliyetleri 2000 sonrası yapısal uyum programları kapsamında siyasal ve ekonomik değişimlerle birlikte gelen koşullara bağlı olarak biçimlenmiş ve çeşitlenmiştir. Kamu ve özel sektördeki yönetim anlayışında bilinç ve davranış biçimlendirme ve yönlendirme gereksinimini doğran/getiren gelişmeler olmuştur. Davranış bilimlerinin yönetime girmesi ve iletişimin önem kazanması, verimlilik ve kar çabalarının yönetimin tüm iletişim faaliyetlerinde öne çıkması beraberinde halkın düşünce ve duygularını yanıltma, oluşturma, yönlendirme, yönlendirilmişi kullanma gerekliliği artmıştır. Buna bağlı olarak iletişim stratejileri geliştirme ve uygulama gereksinimi hem kamu hem özel kesimde artmış, bilgilendirerek bilinçlendirme faaliyetleri önem kazanmıştır. Bu durum Türkiye'de 2000'lerin koşullarında ortaya çıkmıştır.

Pratiğin Örgütlenme Tarzı ve Örgütlü Yapılarda İş İlişkileri

Bernays için propaganda, karlı amaçlar için savaşabilen ve kaostan düzen çıkarmaya yardım edebilecek modern bir araçtır (Lesly, 1974: 26'dan aktaran Ewen 1996: 35). Ewen'a (1996) göre, neredeyse bir asırdır, "kaos" güçlerini kontrol altına alma girişimi, halkla ilişkiler düşüncesinin evrimini ele geçirmiş ve kurumsal halkla ilişkilerin gelişimini biçimlendirmiştir. 21. yüzyılda, insanların çözümleme yeteneğini belli özel çıkarlar yönünde şekillendirme, halkın dikkatini belli yönlere çekerek belli çıkarları toplumsal faydanın önüne geçirme ve bunun toplumsal ilişkilerde kabulünü sağlama faaliyetleri gelişmiştir. Propaganda kavramı günümüzde döndürme (spin) ve haber yönetimi olarak popülarite kazanmıştır. "Döndürme, sıklıkla siyasal bilgilerin manipülasyonuna kaynak gösterilmektedir. Bundan dolayı halkla ilişkiler uzmanları ve basın çalışanları Spin Doctors olarak adlandırılmaktadırlar" (Jowett ve O'Donnell, 2012: 3). Ewen'a göre, (1996) modern toplumlarda halk spin doktorları, imaj

yöneticileri, iletişim danışmanları, halkla ilişkiler uzmanlarının oyun planlarına maruz kalmaktadır. Yaratılmış-kurgulanmış durumlar, halkın aklını kontrol için yapılan planlarda yer bulmaktadır.

Birinci Dünya Savaşı, propaganda pratikleri alanında denemeler yapmak için çok geniş olanaklar hazırlamıştır. 1914-1918 Savaşındaki propaganda, kamuoyunun kontrol altına alınması için girişilmiş ilk sistemli çaba olmuştur (Qualter, 1980: 258). Savaş propagandası, gerçek olmayan bilgi ve haberlerin üretilmesi, yayılması ve halkta istenilen yönlü saldırgan eğilimli tutum ve davranışların oluşması biçiminde yürütülmüştür. Qualter'a (1980) göre yalan söyleme propagandanın doğasıdır diyemeyiz çünkü belirlenmiş kitlelerin belli bir amaç/çıkar için istenilen yönde ikna edilmesi işi ne sadece yalana ne de sadece gerçeğe dayanarak yürütülmemektedir. Gerçeği ya da yalanı kullanma kararı, ikna etme işinde hangisinin daha etkin olacağıyla ilgilidir. Neyin yalan neyin gerçek olduğunu belirleme zordur ve bu belirsizlik durumunu ikna iletişiminde bilinçli bir şekilde kullanılmaya başlanmıştır.

Birinci Dünya Savaşı yıllarında kitlesel iknada elde edilen deneyimler artmış ve bu deneyimler kamuoyunun yönetilebileceği düşüncesini desteklemiştir. Kamuoyunun yönetimiyle beklenilen, ticari çıkarlara daha uygun bir sosyal ortamın gerçekleştirilmesidir. Halkın aklını biçimlendirme işinde elde edilen yeni bulgu, halkın duygularına yönelik iletişimler yürütmenin gerekliliğidir (Ewen, 1996: 132). Bilinç kontrolünde, psikolojik manipülasyon taktiklerine dayanan tanıtım; haber medyasının yaygın kullanımı, okuma yazma oranın artışı, ulaşım ağının zenginleşmesi gibi koşullara bağlı şekilde yaygınlaşmıştır. Modern kitle iletişim teknolojilerinin, özellikle de sinemanın sahip olduğu ikna gücü birçok kişiye ilham kaynağı olmuştur. 1922'de Kamuoyu kitabını yayınlayan Lippmann bu gücü sezinleyenlerden biridir. Lippmann için, insanın gerçeğe ulaşımı sansürlenmedikçe tam anlamıyla bir propaganda gerçekleşmez. İnsanların arzularına uygun sahte bir ortam yaratabilmek için öncelikle gerçek ortama erişim sınırlandırılmalıdır (Ronald Steel, 1980: 42-43'ten aktaran Ewen, 1996: 152).

İkinci Dünya Savaşı yıllarında Hollywood ortalama 400 civarında uzun metrajlı film üretmiştir. Savaş sırasında İngiliz film endüstrisi altın çağını yaşasa da film üretimi hiçbir zaman bu rakamın beşte birinden fazla olmamıştır. Tüm savaş boyunca Britanya'daki en güçlü beyaz propaganda kaynağı BBC olmuştur (Taylor, 2003: 217, 222). Diğer haber medyası gibi, propaganda aracı olarak radyonun gücü, eğlence unsurunu barındırmasına dayanıyordu. Amerika savaşa girmesiyle birlikte siyah ve beyaz propaganda arasında ayrım yapmıştır. Bu amaçla iki ayrı teşkilat kurulmuştur: Stratejik Hizmetler Dairesi ve Savaş Bilgi Ofisi. Savaş Enformasyon Ofisi'nin gözetiminde çalışan Savaş Reklam Konseyi, savaş propagandacılarını barıştan sonra da seferberlik durumlarını sürdürmeye teşvik etmiştir. Amerika'nın savaş zamanı bilgi mekanizması neredeyse tamamen Amerikan iş dünyası tarafından desteklenmiştir (Ewen, 1996: 152).

Modern siyasal propagandanın kurumsallaşma sürecinde yeni taktikler gelişmiş ve halkla ilişkiler bunlardan biri olmuştur. Propaganda birimlerinde yürütülen halkla ilişkiler, kitleleri siyasal ve ekonomik alanlara katmayı amaçlayan planlı faaliyetlere eklenmiştir. Örneğin Committee on Public Information-Creel Committee'de çalışan Bernays buradaki işinden ayrıldıktan sonra müşterilerine "tanıtım yönetimi" hizmeti sunacağını söylediği Counsel on Public Relations adıyla özel bir danışmanlık şirketi açmıştır (Turney, 2015). Firma aslında Bernays ile eski bir gazete editörü, yazar ve feminist olan eşi Doris L. Fleischman ortaklığında açılmıştır. İlk yıllarında Thomas Edison, Henry Ford ve American Tobacco Company gibi büyük ticari şirketler müşterileri arasında yer almıştır (Turney, 2015). Halkla ilişkilerin öncülerinden kabul edilen Lee'nin 1920'lerde iki önemli müşterisi Sovyetler Birliği ve

1930'ların başında Nazi Almanya'sının kimya endüstrisine egemen olan I.G. Farben şirketiydi. 1920'lerde Sovyetler Birliği'nin Amerika ve diğer ülkeler tarafından diplomatik olarak tanınmasını teşvik eden bir tanıtım kampanyası başlatmıştır. Kendini düşünce kuruluşu olarak tanımlayan ve Rockefeller'lar tarafından desteklenen Council on Foreign Relations'ın (CFR) ilk üyelerinden olan Lee'nin kampanya kapsamında yazdığı yazılardan bazıları destek almıştır (Turney, 2015).

Propagandanın yeni hali olan profesyonel pratikler ve iş ilişkileri 1950'lerden sonra uluslararası alana taşınmıştır. Türkiye'de profesyonel örgütlü kamuyla ilişkiler pratikleri 1960 sonrası görülmeye başlanmıştır. Sanayi burjuvası ve onun çıkarlarını destekleyen planlı kalkınma tecrübesinin Türkiye'ye nakli, liberal kurumsal yapının oluşmasını gerektirmiş, 30 Eylül 1960'ta Devlet Planlama Teşkilatı (DPT) kurulmuştur. Planlı kalkınma düşüncesini kamuoyuna benimsetme işi DPT içinde Koordinasyon Dairesine verilmiştir. Koordinasyon Dairesinde halkla ilişkilerden sorumlu birimin adı Yayın ve Temsil Şubesi olarak belirlenmiş ve birim planlı kalkınma düşüncesini kamuoyuna benimsetme, kalkınma planını tanıtma işini yüklenmiştir.

1963 yılında Turizm ve Tanıtma Bakanlığı kurulmuştur. Bakanlık bünyesinde oluşturulan Basın-Yayın Genel Müdürlüğü uzun yıllar belli bir işlerlik kazanamamış ve 1968'de başbakanlığa bağlanmıştır. Başbakanlıkta halkla ilişkiler uzun yıllar Basın Merkezi adıyla başbakanın sözcüsü konumunda çalışmıştır (Asna, 1969). 1965 yılında 557 Sayılı Nüfus Planlaması Yasasıyla, Nüfus Planlaması Genel Müdürlüğü ve onun içinde Tanıtım ve Halk Eğitimi Şubesi kurulmuş ve nüfus planlaması projesinin yürütülmesine yardımcı birim olarak iş yapmıştır. Bilgilendirerek kamuyu biçimlendirme faaliyetlerinin örgütlenmesi ve birimlerin oluşmasını Dış İşleri Bakanlığı bünyesinde Enformasyon Dairesinin kurulması izlemiştir.

1954 yılında Başbakanlığın basınla ilişkileri düşünülerek kurulan Basın Merkezi birimi 1975 yılında kaldırılmış, 21 Nisan 1976 tarihli Başbakanlık oluru ile yerine Halkla İlişkiler ve Enformasyon Daire Başkanlığı kurulmuştur. Birimin basınla ilgili görevleri 21 Nisan 1978 tarihli kadro kararnamesiyle kurulan Basın Müşavirliği, halkla ilişkiler ise Halkla İlişkiler Bürosu tarafından yürütülmüştür (Başbakanlık Devlet Arşivleri GM, 1995: 753). Halkla İlişkiler ve Enformasyon Daire Başkanlığı kamudaki diğer birimlerle eşgüdüm felsefesine bağlı olarak merkezi birim olarak çalışmıştır. Başbakanlık Halkla İlişkiler Daire Başkanlığı'nın şikâyet alma, iletme ve cevabın halka bildirilmesi konusunda üstlendiği görev, Şubat 2006 tarihli Başbakanlık Genelgesi ile Başbakanlık İletişim Merkezi (BİMER) adıyla kurulan uygulama kapsamında biçimlenmiştir.

1976'da Başbakanlık genelgesi ile kamu kuruluşlarında en üst makama doğrudan bağlı ve Başbakanlıkta kurulu birim ile koordineli bir şekilde çalışacak birimlerin kurulması kararlaştırılmıştır. İllerde ise geleneksel Basın Büroları bu işle yükümlü kılınmış, sonrasında Basın ve Halkla İlişkiler Müdürlükleri oluşturulmuştur (Ertekin, 2000:167). Asna'nın (1969: 101) tespitiyle, Türkiye'de kamu kuruluşlarının halkla ilişkiler çalışmaları "basın büroları" kurulmasıyla başlamıştır. Bunlar, kurum yöneticilerinin direktifiyle kurumsal bilgileri basına açıklama, bu yolla kamuoyunu bilgilendirme, gazetelerde kurumla ilgili yer alan haberleri derleyip yöneticiye sunma biçiminde iş yapan birimlerdi. İç İşleri Bakanlığında Özel Kaleme bağlı Basın Bürosu ile Sağlık ve Sosyal Yardım Bakanlığındaki Basın Müşavirliği bu birimlere örnek verilebilir (Asna, 1969: 101).

Liberal siyasi ve ekonomik politikalara bağlı olarak devlet eliyle hazırlanan kalkınma planları ve devlet-akademi destekli yürütülen araştırma raporlarında yönetimin halkla olan ilişkisini düzenleme gerekliliği yer bulmuş ve bu kamu sektöründe halkla ilişkilerin profesyonel

örgütlenmesinin gelişiminde önemli bir koşul olmuştur. Halkoyuna gereksinim 1980 sonrası gelişmelerle yeni boyut kazanmıştır. 8 Haziran 1984 tarih ve 203 sayılı Kanun Hükmünde Kararname ile "Bakanlıklarda basın ve halkla ilişkilerle ilgili faaliyetleri planlamak ve bu faaliyetlerin belirlenecek usul ve ilkelere göre yürütülmesini sağlamak üzere Basın ve Halkla ilişkiler Müşavirliği" (www.resmigazete.gov.tr) kurulması kararlaştırılmıştır.

1990'larda dünyada neo-liberal politikalar ve söylemler daha net ve açık bir şekilde ifade edilmeye başlanmıştır. 1991 yılında hazırlanan KAYA (Kamu Yönetimi Araştırma Projesi) adlı çalışmada, kamu kurumlarında halkla ilişkiler ve enformasyon hizmetleri arasında koordinasyon sağlanması ve hükümet stratejilerinin saptanması önerilmiştir (Ertekin, 2000: 137). 1990'larda kamu kurumlarında özellikle belediyelerde birimlerin sayısı artmıştır. Halkın gönüllü katılımı ve desteğinin sağlanması faaliyetlerinin kurumsal yapısında, temelleri 7 Haziran 1920 tarihli yasa ile atılmış olan 1984'ten sonra Başbakanlığa bağlı olarak faaliyetlerini yürüten Basın Yayın ve Enformasyon Genel Müdürlüğü, Başbakanlık teşkilat yapısında yer alan ve 1985 yılında kurulmuş olan Tanıtım Fonu, Türk İşbirliği ve Koordinasyon Ajansı Başkanlığı (TİKA) önemli yere sahip diğer örgütlü yapılar arasında yer almaktadır.

2003-2007 yılları arası dönemde stratejik planlı yapısal uyum programlarının gerektirdiği düzenlemeler yürütülmüştür. Kurumlar; görevler, teşkilat yapısı, kaynaklar, kaynakların verimli kullanımı konularında yeni kalkınma modeline uygun olarak kendilerini yeniden düzenleme zorunda kalmıştır. Yeni yönetim anlayışında yer bulan şeffaflık, ulaşılabilirlik, yanıt verebilirlik nitelikleri kamu denetçiliği/ombudsmanlık yapısını gündeme getirmiştir. 14 Haziran 2012 tarih ve 6328 sayılı yasaya bağlı olarak kamu denetçiliği kurumsallaşmıştır. 24 Temmuz 2018 tarihli Cumhurbaşkanlığı Kararnamesi ile Cumhurbaşkanlığı İletişim Başkanlığı kurulmuştur. Basın Yayın ve Enformasyon Genel Müdürlüğü'nün yetki, sorumluluk ve mali yapısını devralan Başkanlık, bünyesinde Türkiye Marka Ofisi'ni kurmuştur. 2000 sonrası kamuyla iletişimin önemli kurumlarından bir diğeri Cumhurbaşkanlığı Sözcülüğü olmuştur.

Adalet Bakanlığı Medya İletişim Büroları: Örgütlenme ve İş Yapma Biçimleri ve Yapılan İşler

Birimlerin kuruluşunun gerisinde "Kitlesel Medya ve Yargı Arasındaki İlişkilerin Güçlendirilmesi Projesi" yatmaktadır. Türkiye-Hollanda-Almanya tarafından yürütülen AB Eşleştirme Projesi (basin.adalet.gov.tr) 07.05.2013- 30.10.2015 tarihleri arasını kapsamış ve projeye AB katkısı (Avro) 1.700.000 €'dur (www.ab.gov.tr).

Adalet Bakanlığı projenin tamamlanması sürecinde Almanya, Avusturya ve Hollanda'dan gelen AB uzmanı hakimler, Avrupalı gazeteciler, Adalet Bakanlığı uzman yardımcısı, İzmir Cumhuriyet Başsavcı Vekili, Ege Üniversitesi İletişim Fakültesi öğretim üyeleri ve yargı muhabirlerinin katılımıyla toplantılar düzenlenmiştir. Toplantılar sonucunda Türkiye'deki adliyelerde basın sözcülüğünün hayata geçirilmesi gerektiği belirtirmiştir (www.hurriyet.com.tr).

Adalet Bakanlığı Strateji Geliştirme Başkanlığı koordinasyonunda, Türkiye Adalet Akademisi ile Hâkimler ve Savcılar Yüksek Kurulu'nun ortaklığında ve Avrupa Birliği'nin finansmanıyla hayata geçirilen proje kapsamında medya iletişim büroları kurulmuş ve basın sözcüleri atanmıştır. Medya İletişim Bürolarının yasal dayanağı 20.02.2015 tarih ve 153/1 sayılı "Soruşturmanın Gizliliği ve Basın Sözcülüğü" konulu genelgedir. Dış İşleri Bakanlığı Avrupa Birliği Başkanlığı tarafından 2010 yılı içinde gündeme alınan projelere yönelik verilen bilgilere göre, yasal dayanağın yanı sıra adliyelerde sözcülük sisteminin kurumsallaştırılması ve kolaylaştırılması için gerekli altyapı koşullarının, teknik donanımın ve sekretarya hizmetlerinin tamamlanması gerekmiştir (www.ab.gov.tr).

Basın sözcülüğü işlevi yüklenen Medya İletişim Büroları, ülke genelindeki adliyelerde yaygın hale getirilmektedir. Adalet Bakanlığı 2019-2023 Stratejik Planında yargıda medya ve halkla ilişkiler kurumsallaştırılacaktır hedefi kapsamında "Adliyelerde kurulan medya iletişim büroları "medya ve halkla ilişkiler büroları" olarak yeniden yapılandırılacaktır" stratejisi yer almıştır (sgb.adalet.gov.tr). Ancak günümüzde uygulamaya bakıldığında bu stratejiye yönelik bir faaliyet olmadığı görülmektedir.

Çalışmanın bu bölümünde Artvin, Rize, Trabzon, Giresun, Ordu il adliyelerindeki bürolarda görevli sorumlu yetkililerle gerçekleştirilen görüşmelerle ilgili veriler sunulmuştur. Birimlerle ilgili bilgiler şu şekildedir:

İl: Artvin

Yetkin Kişi: Cumhuriyet Başsavcısı
Ünvanı: Basın Sözcüsü
Sorumlu Kişi: Yazı işleri müdürü
Çalışan Sayısı: 3 kişi (Bilgi İşlem ve Zabıt Katibi)
Dışarıdan destek alma durumu: Parayla hizmet satın alınan iletişim şirketi yok.
Birimde Yapılan İşler:
• **Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni bildirisi/açıklaması metinlerini yazma ve adliyenin resmî web sayfasında yayınlama.**
• **Adliyede yürütülen "toplumsal fayda" içerikli faaliyetleri ve benzeri gelişmeleri haberleştirme, adliyenin resmi web sayfasında manşetler kısmında yayınlama.**
• **Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama.**
• **İnterpress üzerinden alınan medya takip hizmeti aracılığıyla haber takibi yapma, ilgili bilgileri basın sözcüsüne iletme.**

İl: Giresun

Yetkin Kişi: Cumhuriyet Başsavcısı
Ünvanı: Basın Sözcüsü
Sorumlu: Bilgi işlem personeli
Çalışan Sayısı: 1
Dışarıdan destek alma durumu: Parayla hizmet satın alınan iletişim şirketi yok.
Birimde Yapılan İşler:
• **Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni bildirisi/açıklaması/basın notu metinlerini yazma ve adliyenin resmî web sayfasında yayınlama.**
• **Hazırlanan basın açıklaması/durusu/notu metinlerini yerel haber kanallarına, ulusal haber kanallarının Giresun il temsilcisi ya da bölge temsilcilerine servis etme.**
• **Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama.**
• **İlgili materyaller ve metinleri medyayla paylaşma.**
• **UYAP aracılığıyla adliyedeki ilgili gelişmeler ve duyuruları Adalet Bakanlığının resmî web sayfasına aktarma.**
• **İnterpress üzerinden alınan medya takip hizmeti aracılığıyla haber takibi yapma, ilgili bilgileri basın sözcüsüne iletme.**

İl: Ordu

Yetkin Kişi: Cumhuriyet Başsavcısı
Ünvanı: Basın Sözcüsü
Birim Sorumlusu: Zabıt kâtibi
Çalışan Sayısı: 1
Dışarıdan destek alma durumu: Parayla hizmet alınan iletişim şirketi yok.
Birimde Yapılan İşler:
• **Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni bildirisi/açıklaması/basın notu metinlerini yazma ve adliyenin resmî web sayfasında yayınlama.**
• **Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama.**
• **Yerel gazeteleri ve sosyal medyayı takip etme, kurumla ilgili güncel verileri basın sözcüsüne sunma.**
• **İnterpress üzerinden alınan medya takip hizmeti aracılığıyla haber takibi yapma, ilgili bilgileri basın sözcüsüne iletme.**

İl: Rize

Yetkin Kişi: Cumhuriyet Başsavcısı
Ünvanı: Basın Sözcüsü
Sorumlu: Yazı işleri müdürü (Gazetecilik eğitimi almış)
Çalışan Sayısı: 1
Dışarıdan destek alma durumu: Parayla hizmet alınan iletişim şirketi yok.
Birimde Yapılan İşler:
• **Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni bildirisi/açıklaması/basın notu metinlerini yazma ve adliyenin resmî web sayfasında yayınlama.**
• **Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama.**
• **Gerektiğinde gazetecilerin bilgi talepleri üzerine basın sözcüsünün izniyle bilgi notu geçme.**
• **Yerel gazeteleri ve sosyal medyayı takip etme, kurumla ilgili güncel verileri basın sözcüsüne sunma.**
• **Yerel medyayla rutin ilişkiler yürütme.**
• **Duruşma saati, tarihi gibi konularda medyaya bilgi verme.**
• **İnterpress üzerinden alınan medya takip hizmeti aracılığıyla haber takibi yapma, ilgili bilgileri basın sözcüsüne iletme.**
•

İl: Trabzon

Yetkin Kişi: Cumhuriyet Başsavcısı
Ünvanı: Basın Sözcüsü
Birim Sorumlusu: Zabıt kâtibi
Çalışan Sayısı: 1
Dışarıdan destek alma durumu: Parayla hizmet alınan iletişim şirketi yok.
Birimde Yapılan İşler:
• **Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni bildirisi/açıklaması/basın notu metinlerini yazma ve adliyenin resmî web sayfasında yayınlama.**
• **Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama.**
• **Yerel gazeteleri ve sosyal medyayı takip etme, kurumla ilgili güncel verileri basın sözcüsüne sunma.**
• **İnterpress üzerinden alınan medya takip hizmeti aracılığıyla haber takibi yapma, ilgili bilgileri basın sözcüsüne iletme.**

Sonuç

Günümüzde hükümetler, kamu kuruluşları ve özel teşebbüs için kamuoyu, halkın yönetiminde önemli bir meşruiyet kaynağı haline gelmiştir. Halkın rızasını kazanmada kamuoyu oluşturma ve biçimlendirmenin öneminin anlaşılmasıyla propagandada yeni taktikler kullanılmaya başlanmış ve hakla ilişkiler bunların içinde yer almıştır. Chomsky'ye (1997) göre düşünce kontrolünün modern kurumlarının daha özgür toplumlarda oluşması doğaldır. Çünkü düşünce kontrolü, en zorbasından en özgürüne bütün devletlerin emeli olmuştur. Fakat daha özgür toplumlarda önemli bir şey vardır ki o da itaatin baskıyla muhafaza edilemeyeceğidir. İngiltere "Propaganda Bakanlığı" ve Amerikan "Halk Enformasyon Komitesi" bu kurumlaşmanın ilk örnekleri olmuştur. Bu kurumlarda propagandanın yeni hali olarak halkla ilişkiler ortaya çıkmıştır. Onların başarıları ilerici demokrat teorisyenler ve modern halkla ilişkiler sektörüne ilham kaynağı olmuştur (Ewen, 1996).

Çalışmada, halkla ilişkiler ve propaganda arasında yapılan işin doğası bakımından önemli bir fark olmadığı varsayımı sınanmıştır. Bilgilendirme yoluyla halkın düşüncesini-kamuoyunu biçimlendirme hem halkla ilişkilerin hem propagandanın yaptığı şeydir. Belli amaçlar doğrultusunda önceden planlı etkinlikler yürütme yoluyla belirlenmiş halklarda düşünce ve davranış oluşturma veya değiştirme bu iki alanın benzer yönüdür. Çalışmada, halkı bilgilendirme etkinlikleri kamu kurumları özelinde, il adliyelerinde örgütlü Medya Büroları örneğinde incelenmiştir.

AB uyum sürecinde Yargı ve Temel Haklar başlıklı 23. fasıl, doğrudan Adalet Bakanlığı'nın sorumluluğu alanında bulunmaktadır. AB müzakere sürecinin Yargı ve Temel haklar faslının açılış kriterlerinden biri olarak belirlenen Yargı Reformu Stratejisi ve Adalet Bakanlığı 2010-2014 Stratejik Planı'nda; Yargı-medya ilişkilerinin geliştirilmesi ve büyük adliyelerde basın sözcülüğünün kurumsallaştırılması öngörülmüştür. Avrupa Birliği eşleştirme projesi olarak 2013 yılında Avrupa ülkelerindeki örnek uygulamalar izlenerek yargı ve medya arasındaki ilişkilerin geliştirilmesi amacıyla "Kitlesel Medya ve Yargı Arasındaki İlişkilerin Güçlendirilmesi Projesi" başlatılmıştır.[4] 2016 yılında tamamlanan proje, Uluslararası Hukuki İşbirliği Alman Vakfı (IRZ) ve Uluslararası Hukuki İş birliği Merkezi (CILC) tarafından ortaklaşa yürütülmüştür. Adalet Bakanlığı'nın yanı sıra Türkiye Adalet Akademisi ile Hâkimler ve Savcılar Yüksek Kurulu proje ortağı konumundadır.[5] İlk iletişim büroları 2014 yılında Adana, Diyarbakır, İstanbul ve İzmir Adliyelerinde açılmıştır.

Projenin hedefi Adalet Bakanlığı 2014 Yılı Faaliyet Raporu'nda: "Medya ile adalet kurumları arasındaki ilişkiyi kurumsal hale getirerek toplumun adalet sistemine olan güvenini güçlendirme" (s. 125) [6] olarak ifade edilmiştir. Ortaya konulun hedef, AB uyum süreciyle devlet yurttaş ilişkisinde bilgilendirerek kamuoyunu biçimlendirme gereksiniminin doğduğu/geldiği ya da öneminin arttığını ifade etmektedir. Adalet kurumlarıyla halk arasındaki ilişkinin yönetilmesinde medyanın kullanılması seçilmiş ve basın sözcülüğünün adalet kurumları içinde örgütlenmesi sağlanarak gereksinim karşılanmak istenmiştir. Dolayısıyla medya-iletişim büroları, Türkiye'ye yönelik 2000 sonrası yürütülen uyum politikaları ve programlarının ve bunların kapsamında oluşması beklenen toplumsal değişimlerin bir parçası olarak düşünülmeli, bilgilendirerek kamuoyunu biçimlendirme faaliyetlerinin örgütlenme/kurumsallaşma örneği olarak değerlendirmelidir.

[4] Adalet Bakanlığı 2013 Yılı Faaliyet Raporu, s. 228.
[5] Adalet Bakanlığı 2014 Yılı Faaliyet Raporu, s. 125.
[6] Adalet Bakanlığı 2014 Yılı Faaliyet Raporu, s. 125.

Medya İletişim birimlerinden yarı yapılandırılmış görüşmeler yoluyla toplanan verileri değerlendiğimizde şunları söylemek mümkündür: Basın sözcüsü olarak Cumhuriyet Başsavcıları atanmıştır. Birimlerde işlerin yapılmasını kurumlarda yazı işleri müdürü, bilgi işlem, zabıt kâtibi kadrolarında çalışan memurlar üstlenmiştir. **Rize, Trabzon, Giresun, Ordu** il adliyelerinde birim çalışanı bir kişi iken **Artvin** adliyesinde birim çalışanı üç kişidir. Birimlerde temel işleri yürüten sorumlu kişiler, Rize Adliyesi haricinde iletişim alanında eğitime sahip değildir. Rize Adliyesi Yazı İşleri Müdürü gazetecilik eğitimine sahiptir. Birim çalışanları TRT tarafından düzenlenen programlara katılarak birimde yapılan işler ve işlerin yürütülüşü hakkında iki haftalık eğitim almışlardır. Hizmet içi eğitimler yoluyla, sorumlu oldukları meslek işlerini öğrenmektedirler.

Adalet Bakanlığı'nın medya izleme şirketlerinden hizmet satın alımı gerçekleştirdiği görülmektedir. İnterpress Medya Takip şirketinden alınan haberler bakanlık ilgili birimlerine gönderilmekte, Medya İletişim biriminde çalışan yetkili haberleri takip etme ve basın sözcüsünü bilgilendirme işini yürütmektedir. Yerel ve bölgesel medyayı takip etme, ilgili haberleri basın sözcüsüne sunma, adliyede yaşanan ve halkın haberdar olması istenilen faaliyetleri ve gelişmeleri haberleştirme ve adliyenin resmi web sayfasında yayınlama, bu tür haberleri gerektiğinde talimatla yerel haber kanallarına, ulusal haber kanallarının il temsilcisi ya da bölge temsilcilerine servis etme gibi faaliyetler bu temele işe eşlik etmektedir. Birimlerde yürütülen bir diğer temel iş, Başsavcının talimatı ve yönlendirmesi üzerine basın bülteni, bildirisi/açıklaması/basın notu metinlerini yazma, adliyenin resmî web sayfasında yayınlamadır. Medya mensubundan gelen bilgi taleplerini değerlendirme, Başsavcıyı/Basın Sözcüsü taleplerle ilgili bilgilendirme ve talimatı doğrultusunda bilgi paylaşımı sağlama kurumsal yapının önemli işlerindendir.

Medya İletişim Bürolarının örgütlenme biçimi ve iş yapma biçimlerinin halkla ilişkiler birimlerinden farklılık gösterdiğini söylemek mümkündür. Birimlerde, basın bülteni/bildirisi, web sayfası, haber metni, medya takibi gibi taktikler kullanma/faaliyetler yürütme biçiminde halkla ilişkiler yürütmektedir. Halkla ilişkilerde "medyayla ilişkiler" adıyla kapsamı belirlenen meslek işleri- iş ilişkileri ve işi yapma biçimi olarak farklılık taşımakla beraber- Medya İletişim birimlerinde görevli memurlarca yapılmaktadır.

Adliyelerde basın sözcülüğünün kurumsallaşmasıyla, belli kurumsal amaçları yüklenmiş kitle medyasıyla halkı bilgilendirme, bilgilendirmeden geçerek kamuoyunu biçimlendirme faaliyetleri kurumsallaşmıştır. Adalet Bakanlığı'nca ifade edilen yargı-medya ilişkilerinin geliştirilmesi amacı, AB uyum politikalarının bir parçası olma özelliği taşımaktadır. AB müzakere sürecinde Yargı ve Temel Haklar başlıklı 23. Fasıl, toplumsal yapının dönüşümünde Türk Adalet yapısını konu almıştır. Türkiye mevzuatını AB norm ve standartlarına uydurmak başka bir söyleyişle AB hukuk düzeninin iç hukuk sistemimize entegrasyonu amacı, Türk yargı sistemine yargı-medya ilişkilerinin geliştirilmesi amacında ifade edilmiştir. Dolayısıyla, AB Eşleştirme Projesi olarak kurulan iletişim birimleri, "yapısal uyum" politika ve programların bir parçası olarak iş yapmaktadır. Yapılan işler, "uyum" programlarının amaçlarını yüklenmiş faaliyetlerdir.

Sonuç olarak, yürütülen işlerin doğası bağlamında Medya İletişim Bürolarının temel işlevi; Bilgilendirme yoluyla kamuoyunun düşüncesini biçimlendirme olarak ortaya çıkmaktadır.

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Osmanlı Dönemi Trabzon'da Nafaka Uygulaması (1703-1738)

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ÖZET

Nafaka kavramı Arapça infak kelimesinden türetilmiş olup, tanım olarak bir kişinin temel ihtiyaçlarının giderebilmesi amacıyla sarf edilen nakit para ya da buna karşılık gelen maddi bedeldir. İslam hukukunda nafaka, ihtiyaç sahibi kişilerin gıda, iaşe, giyim, konaklama ve sağlık gibi masrafların karşılanması şeklinde kullanılmıştır. Nafaka, sosyolojik açıdan ele alındığında hak sahibine hakkının verilmesi ile bireyin varlığının sürdürülmesine katkı sağlamış ve nafaka sorumluluğu olan kişilerin sosyal sorumluluğunu artırarak toplumda yardımlaşma ve dayanışma anlayışını hâkim kılmıştır. İslâm hukukunda nafaka türleri iki şekilde olup bunlar aile hukuku kapsamında olan nafakalar ve mülkiyet hukuku bağlamında olan nafakalardır. İslam aile hukukunda nafakanın en yaygın kullanıldığı şekli aile hukuku ilişkisinden kaynaklanan evlilik ve akrabalık nafakasıdır. Temel olarak nafaka ödemeleri işleyiş açısından boşanma sonrasında eşe mahkeme tarafından belirlenmiş ve düzenli olarak verilen bir nakit tutardır.
Bu çalışmanın amacı, 1703-1738 yılları arasında Trabzon şehrinde nafakanın türlerinin neler olduğunun tespitine yönelik olacaktır. Elde edilen veriler doğrultusunda Osmanlı dönemi Trabzon'da nafaka bedellerinin dönemin satın alma gücü karşılaştırmalı fiyat analizleri ile verilecektir. Osmanlı dönemi Trabzon şehrinde nafakanın satın alma gücünün ekonomik açıdan değerlendirilerek bu alanda literatüre katkı sağlanması hedeflenmiştir.
Anahtar Kelimeler: Trabzon, Nafaka, Aile

Alimony Practice in Trabzon in the Ottoman Period (1703-1738)

ABSTRACT

The concept of nafaka is derived from the Arabic word infaq, and by definition, it is the cash or the corresponding material price spent in order to meet the basic needs of a person. In Islamic law, alimony is used to cover the expenses of people in need such as food, subsistence, clothing, accommodation and health. When considered sociologically, alimony has contributed to the continuation of the existence of the individual by giving the right to the right owner, and has made the understanding of cooperation and solidarity dominant in the society by increasing the social responsibility of the people who are responsible for alimony. There are two types of alimony in Islamic law, these are alimony under family law and alimony in the context of property law. The most common form of alimony in Islamic family law is marriage and kinship alimony arising from the family law relationship. Basically, alimony payments are a cash amount determined by the court and given regularly to the spouse after the divorce in terms of operation.
The aim of this study will be to determine the types of alimony in the city of Trabzon between 1703 and 1738. In line with the data obtained, the purchasing power of the alimony costs in Trabzon during the Ottoman period will be given by comparative price analysis. It is aimed to contribute to the literature in this field by evaluating the purchasing power of alimony in the city of Trabzon in the Ottoman period from an economic point of view.
Keywords: Trabzon, Alimony, Family

Giriş

İnfâk kökünden türetilen nafaka kavramı; kelime anlamı olarak dağıtmak, harcamak, tüketmek anlamında kullanılmıştır. Nafaka literatürde bir ihtiyacı temin etmek veya ihtiyaçların giderilmesi maksadıyla masraf edilen para ve mal varlığı şeklinde tanımlanmıştır (Bilmen, 2013, 2/444; Sami, 2010, 1497; Aydın, 2019, 295). Nafaka beslenme, barınma, sağlık giderleri ve zaruri ihtiyaçların giderilmesi amacıyla iaşe, mesken ve nakit paranın temin edilmesidir (Erdoğan, 2019, 443). İslam Fıkhında nafakanın temin edilmesi noktasında kişi ilk etapta kendine bakacak sonrasında bakmakla sorumlu olduğu bireyler ile tasarrufunda olan köle, hayvan ve cansız varlıklara karşı nafaka sorumluluğunu karşılayacaktır (Erbay, 2006, 282). Nafaka, daha çok İslâm Aile Hukuku içerisinde düzenlenmiş olup evlilik birliğinin oluşumundan sonlanmasına ve boşanma sonrasında gerek eşin ve gerekse de çocukların bakımını üstlenmek şeklinde uygulanmıştır (Bekdemir, 2019, 14).

İslam Aile Hukukuna göre nafakanın koca tarafından verilmesi zorunludur. Nafakanın en temelde eş, çocuk, anne ve babaya verilmesi kocanın üzerine farz kılınmıştır. Ehl-i sünnet mezheplerinde nafakanı kocanın üzerine farz kılınması noktasında ittifak etmişlerdir fakat bu konunda mezhepler arasında bazı noktalarda ihtilaf vardır. Hanefi Mezhebine göre mahrem olan akrabalara da nafaka verilmesi hususunda görüş ileri sürmüşlerdir. Maliki Mezhebine göre ise nafaka sadece anne baba, eş ve çocuklara verilmesi gerekmektedir. Şafii Mezhebine göre üst soydan büyükbaba, büyükanne ile altsoydan torunlara da nafaka verilmesinin gerekliliği üzerinde görüş beyan etmişlerdir. Hanbeli Mezhebine göre miras hukuku cihetinden varis olacak her kişiye nafaka verilmesi konusunda görüşlerini ifade etmişlerdir (Zuhayli, 2006, 79-80). İslam Aile Hukukunda en önemli nafaka aile nafakasıdır. İslam fıkıhçılarının çoğunluğuna göre koca fakir bile olsa aile nafakasını ödemek zorunda olduğu konusunda ittifak etmişlerdir.

İslam Hukukunda kadının sosyo iktisadi açıdan hayatını sürdürmesi için ihtiyaç duyduğu her şeyi kocasının temin etmesi bir zorunluluktur (Karaman, 2008, 325). Eşler arasında nikah akdi var olduğu sürece aile nafakası erkek tarafından karşılanmaya devam edecektir (Erbay, 2006, 282). Eşler arasında nikah akdinin sonlaması ile aile birliğinin ortadan kalkması ile boşanma (iddet) nafakası erkek tarafından kadına verilecektir. İslâm fıkhında bir kadının eşinin vefatı ya da boşanmasının sonrasında tekrar nikah akdi yapabilmesi için beklemek zorunda olduğu süreye iddet denir. Bu süre zarfında erkek tarafından kadına iddet nafakası ödenecektir (Acar, 2000, 466).

Osmanlı dönemi 1703-1738 yılları arasında Trabzon mahkeme kayıtlarına göre nafaka için belgelerde nafaka ve kisve bahası tanımlaması yapılmıştır (TŞS1896-V54A/2). Çalışmanın yapıldığı tarih aralığı dahilinde Trabzon mahkeme kayıtlarından elde edilen tasnife göre nafaka uygulaması toplumsal hayatın içerisinde aşağıdaki başlıklara göre şekillendirilmiştir.

1-) Fürû Nafakası (Alt Soy)
2-) Kimsesiz Çocuklara Verilen Nafakalar
3-) Aile Nafakası
4-) Tazminat Nafakası
5-) Kölelere Verilen Nafakalar
6-) Boşanma Nafakası

Füru Nafakası

İslam Miras Hukukunda üst ve alt soy akrabalığı ifade etmek için usûl ve fürû kavramları kullanılmıştır. Usûl bir kimsenin soy bağı cihetinden üst soyu olan anne baba ve onların anne babalarını tanımlamaktadır (Boynukalın, 2012, 198). Fürû ise miras hukuku kapsamında bir kişinin alt soy hısımlarını ifade etmektedir. Bu bağlamda kişinin alt soyu kız ya da erkek çocukları varsa torunları ve onların çocuklarını takip eden bir soy bağıdır (Akgündüz, 1996, 249). 1703-1738 yılları arasında Trabzon Mahkemesine yansıyan fürû nafakası ile ilgili kayıtlarda yaygın olarak ebeveynlerinden herhangi birinin vefatı sonrasında geride kalan çocuklara yasal miras payları bırakılmıştır. Bu miras hakları çocukların yetişkinliğe ulaşmalarına dek bir vasi aracılığı ile idare edilmiştir.[7] Mahkeme çocuğun ihtiyaçlarının karşılanabilmesi için çocuğa ait miras malından günlük belirli bir nafaka miktarı belirlemiştir. Vasi tayin edilen kişi belirlenen nafaka miktarı doğrultusunda harcama yapar ve ayrıca bir nazır tarafından da denetlenirdi (TŞS1876-V7A/2).

Fürû nafakası ile ilgili 5 Ağustos 1735 tarihli belge kaydına göre Trabzon Şehrinin İmaret Mahallesi sakinlerinden iken Molla Ahmed bin Mustafa vefat etmiştir. Molla Ahmed'in geride kalan yetişkin olmayan çocuklarına anneleri Fatma Hatun mahkeme tarafından vasi tayin edilmiştir. Yetişkin olmayan Hava ve Ebubekir adlı çocuklara günlük 8 pare nafaka tayin edilmiştir (TŞS1898-V28A/3). Fürû nafakasına dair 4 Mayıs 1725 tarihli bir diğer belge kaydına göre Trabzon Şehrinin Saçlı Hoca Mahallesi sakinlerinden Hüseyin Beşe bin Murad bu tarihten önce vefat etmiştir. Hüseyin'in geride yetişkin olmayan bir oğlu mirasçısı olarak kalmıştır. Hüseyin'in yetişkin olmayan oğluna yasal olarak annesi Ayşe Hatun vasi tayin edilmiştir. Ayşe Hatun mahkemeye başvurarak oğlu için günlük 50 akçe nafaka tayin ettirmiştir (TŞS1886- V107A/1).

Füru nafakası sadece babadan kalan miras payından değil aynı zamanda annenin vefatı hâlinde onun mirasında da nafaka verilmiştir (TŞS1873-V41B/4). Nafaka miktarları belirlenirken çoğu kez kız ve erkek çocuğuna eşit miktarda nafaka verilmiş bazı durumlarda bu eşitlik erkek çocuk lehine artış göstermiştir. 12 Nisan 1707 tarihli belgede Tabakhane Mahallesi sakinlerinden iken vefat eden Mustafa Beşe'nin geride kalan 3 erkek ve 1 kız çocuğuna mahkeme tarafından her biri için günlük 5 akçe nafaka tayin edilmiştir (TŞS1888-V12B/1). Nafaka miktarlarının erkek çocuklar lehine farklılık gösterdiği 24 Şubat 1716 tarihli belgede ise Zeytinlik Mahallesi sakinlerinden iken vefat eden Çilingirzade Hacı Hüseyin Ağa geride kalan çocuklarına mahkeme tarafından İsmail ile İbrahim'e 12'şer akçe kızları Emine ve Hava'ya 11'er akçe nafaka tayin edilmiştir (TŞS1875-V15B/4). Füru nafakasının nasıl harcanacağı ne şekilde işleme tabi tutulacağı vasiler tarafından harcama defterlerine kaydedilirdi (TŞS1867-V15A/1).

Füru nafakalarında alt soya nafaka verildiğini ifade etmiştik. Bu bağlamda yetişkin olmayan çocuğun hizmetini gören hizmetçilerine de nafaka verilmiştir. 5 Ekim 1738 tarihli belgeye göre Eksotha Mahallesi sakinlerinden Hüseyin Ağa bin Mehmed Ağa vefat etmiştir.

[7] Vasi, fiil ehliyeti olmayan kişilerin korunması ve mallarının idare edilmesi için yetkilendirilen kişidir. Vasi mahkeme kayıtlarında daha çok miras hukuku kapsamında daha çok vefat eden kişilerin geride kalan yetişkin olmayan çocuklarının miras payını yöneten kişidir (Bardakoğlu, 2013, 66-70).

Hüseyin Ağanın geride yetişkin olmayan oğlu Hasan'a günlük 25 akçe ve Hasan'ın hizmetçisi için ise günlük 5 akçe nafaka tayin edilmiştir (TŞS1903-V65A/2).

Füru nafakası için bireyin alt soyu olan çocuklarına nafaka için verilecek nakit ya da iaşe türünden bir mal olmadığı durumunda şayet babasının miras cihetinden gayrimenkulü var ise bu gayrimenkul satılarak çocuğun yasal miras payı verilir, çocuğa bir vasi tayin edilerek bu nakit miras payı üzerinden mahkeme tarafından nafaka tayini yapılırdı. 12 Nisan 1703 tarihli nafaka kaydına Boztepe Mahallesi sakinlerinden iken vefât eden Veli bin Ahmed'in yetişkin olmayan kızına nafaka verilebilmesi için Veliye ait gayrimenkul satılarak küçük kızın miras payı olan 90 kuruş vasisi İbrahim'e teslim edilmiştir (TŞS1867-V9B/3). Yetişkin olmayan çocuklara nafaka harcaması yapılabilmesi için bir vasi tayini yasal bir zorunluluk olduğunu yukarıda açıklamıştık. Füru nafakası verilen yetişkin olmayan küçük çocuklar ergenliğe ulaştıklarında kendilerine ait nafaka ve miras paylarını mahkemeye başvurarak vasilerinden almışlardır. 26 Nisan 1712 tarihli belgeye göre daha önce hac ibadeti Mekke'ye giden Mahmud bin Ahmed yolculuk sırasında vefat etmiştir. Mahmud'un geride yetişkin olmayan kızı Fatma'ya nafaka harcaması için Mehmed Beşe vasi tayin edilmiştir. Fatma ergenliğe ulaşıncaya dek nafaka harcaması vasi gözetimde yapılmıştır. Fatma yetişkinliğe ulaştığında mahkemeye başvurarak vasiliği kaldırıp kendine ait miras hakkını vasisi Mehmed Beşe'den almıştır. Yapılan harcama hesap defterine göre Mehmed Beşe 400 kuruşluk miras payından Fatma yetişkinliğe ulaşıncaya dek 210 kuruş sarf etmiştir. Geriye kalan 190 kuruş Fatma'ya teslim edilmiştir (TŞS1872-V10B/4).

Kimsesiz Çocuklara Verilen Nafakalar

Osmanlı dönemi Trabzon Şehrinde herhangi maddi bir geliri olmayan ve kimsesiz çocuklara da nafaka verildiği mahkeme kayıtlarından anlaşılmıştır. 12 Aralık 1718 tarihli nafaka talebi belge kaydına göre Trabzon Şehrinin Musa Paşa Mahallesi'nde yaşayan Fatma Hatun mahkemeye nafaka talebi için başvurmuştur. Fatma Hatun'un mahkemede verdiği ifadesine göre kendi sorumluluğunda olan hem öksüz hem de yetim Hava bint-i Ali adlı 4 yaşındaki kız çocuğunun bakımı için geride herhangi bir akrabası da yoktur. Fatma Hatun çocuğun bakımı için nafaka talebinde bulunmuş mahkeme bu doğrultuda Hava için günlük 4 akçe nafaka tayin etmiştir (TŞS1877-V4A/1). Kimsesiz çocuklara nafaka verilmesine dair 10 Aralık 1716 tarihli bir diğer mahkeme kaydına göre Trabzon Şehrinin Cami-i Kebir Mahallesi sakinlerinden Şerife bint-i Salih adlı kadın mahkemeden kimsesiz çocuklar için nafaka talebinde bulunmuştur. Şerife Hatun ifadesinde Maçka Kazasına bağlı Ulsa Köyü yakınlarında orman içinde yaşları 4 ile 1,5 arasında 2 erkek 1 kız çocuğu bulmuştur. Çocukların bakımı hususunda Trabzon Mahkemesi çocukları yasal olarak Fatma Hatuna teslim ederek her birine günlük 5 akçe nafaka verilmesine karar vermiştir. Ayrıca kayıp çocukların aile ve akrabalarının bulunması halinde Fatma Hatunun harcamış olduğu nafaka tutarı çocukların aile ve akrabalarından tahsil edilecektir (TŞS1876-V9B/5). Trabzon'da kimsesiz, yetim ve öksüz çocuklara nafaka tayin edilmesi durumu mahkeme kayıtlarına sıklıkla yansımıştır. 9 Mart 1736 tarihli belgede ilmiye sınıfı mensubu Mehmed Efendi'nin yetim kalan iki çocuğu için her birine 6'şar akçeden toplam 12 akçe nafaka verilmiştir (TŞS1898-V40A/3).

Aile Nafakası

Bu nafaka türünde genellikle herhangi bir nedenden dolayı ailesini bırakıp şehir dışına giden bireylerin geride kalan eşi ve çocuklarına ödemekle yükümlü olduğu nafakanın temin edilmesidir. 1700-1738 yılları arasında Trabzon Mahkemesine yansıdığı kadarı ile bu şekilde nafaka konusunu ihtiva eden belgelere denk gelinmiştir. 13 Mayıs 1735 tarihli belge kaydına göre İskender Paşa Mahallesi sakinlerinden Mustafa Ağa bin Mahmud'un yetişkin olmayan küçük çocukları Osman ve Ali ve anneleri İmhani Hatun için mahkeme tarafından günlük 10 pare[8] nafaka tayin edilmiştir (TŞS1898-V15A/1). Aile nafakası ile alakalı 2 Haziran 1703 tarihli mahkeme kaydına göre Saçlı Hoca Mahallesi'nde ikamet eden Şerife Hatice Hatun mahkemeye başvurarak eşinin şehir dışına gittiği, kendisine ve oğluna nafaka olarak bir şey bırakmadığını beyan etmiştir. Trabzon Mahkemesi yaptığı inceleme neticesinde Şerife Hatice Hatun ve oğlu için günlük toplam 20 akçe nafaka tayin etmiştir (TŞS1867-V19A/1).

Trabzon'dan başka şehirlere giden bireylerin geride bıraktıkları eşleri mahkemeden nafaka talebinde bulundukları zaman mahkeme nafaka talebinde bulunan eşin şehir dışına giden kişi ile nikahlı olduğuna dair ispat istediği durumlar olmuştur. 24 Aralık 1718 tarihli sicil kaydına göre Kale-i Kule Mahallesi'nde ikamet eden Fatma Hatun Trabzon Mahkemesine başvurarak nafaka talep etmiştir. Fatma Hatunun mahkemedeki beyanına göre 16 Aralık 1718'de eşim İbrahim Beşe bana nafaka olarak bir şey bırakmadan şehir dışına gitmiştir. Fatma Hatunun İbrahim ile evli olup olmadığının bilinmemesi üzerine mahkemeye sunulan iki şahit eşliğinde Fatma Hatun evli olduğunu ispat etmiştir. Bu doğrultuda İbrahim Beşenin geri döneceği varsayılarak onun üzerine borç sayılması şartıyla günlük 5 akçe nafaka tayin edilmiştir (TŞS1877-V12A/1).

Trabzon Mahkemesi aile nafakası başvurularında yaptığı inceleme doğrultusunda kişilerin sosyal ve ekonomik durumunu göz önünde tutarak nafaka miktarlarını belirlemiştir. Bu doğrultuda 21 Eylül 1705 tarihli belgeye göre Bâb-ı Pazar Mahallesi sakinlerinden Ayşe Hatun mahkemeye başvurarak eşinin şehir dışına gittiği kendisine ve küçük kızı Rukiye'ye bir nafaka bırakmadığını beyan etmiştir. Trabzon Mahkemesi bu beyan doğrultusunda yapmış olduğu keşif incelemesinin neticesinde Ayşe Hatun ile yetişkin olmayan kızı Rukiye için günlük 26 akçe nafaka belirlemiştir (TŞS1869-V4A/1). Aile nafakasına dair 25 Mayıs 1735 tarihli mahkeme kaydına göre Ka'le Mescidi Şerifi Mahallesi sakinlerinden Hüseyin Beşe bin Ali il dışına gitmiştir. Hüseyin Beşenin eşi Şerife Esma Hatun mahkemeye başvurarak eşinin il dışına gittiği fakat kendilerine bir nafaka bırakmadığını beyan etmiştir. Şerife Esma Hatun kendisi ve 4 çocuğu için mahkemeden nafaka talep etmiştir. Yapılan inceleme sonrasında mahkeme tarafından Şerife Hatun ve 4 çocuğu için toplam 40 akçe nafaka tayin edilmiştir. (TŞS1898-V34B/3).

Tazminat Nafakası

Bu dönemde Trabzon mahkeme kayıtlarına yansıdığı kadarı ile tazminat nafakaları suç kapsamında failin mağdur tarafa ödediği bedel olarak karşımıza çıkmıştır. 25 Ağustos 1712 tarihli belgeye göre Yoros Kazası ahalisinden Osman bin Nezir Trabzon Mahkemesine başvurarak aynı kaza ahalisinden Osman bin Abdulkerim'e dava açmıştır. Osman bin Nezir

[8] 1 Pâre 3 akçe etmektedir. (Sahillioğlu, 1989, 224-227)

mahkemede verdiği ifadesinde "oğlum Ahmed daha önce Osman bin Abdulkerim'in saldırısına uğramıştır. Başının çeşitli yerlerinden yaralanan Ahmed iş göremez hale gelmiştir. Mahkemenin yaptığı tahkikat neticesinde Ahmed'in iyileşinceye dek bu süre içinde sağlık ve iaşe için günlük 10 akçe nafaka bedelini olayın faili olarak Osman bin Abdulkerim'in ödemesine karar vermiştir (TŞS1874-V62B/2).

Tazminat nafakası ile ilgili olarak 30 Haziran 1723 tarihli mahkeme kaydına göre Trabzon Şehrinin Faroz Mahallesi sakinlerinden olan İsmail Beşe bin Mehmed şehrin Mumhane adlı bölgesinde aynı gün Mustafa Beşe'nin bıçaklı saldırısına uğramıştır. Bu vakada İsmail Beşe yaralanarak iş göremez hale gelmiştir. İsmail Beşe şikayetini mahkemeye taşıyarak Mustafa Beşe'nin kendisine tazminat ödemesini talep etmiştir. Yapılan tahkikat neticesinde İsmail Beşe iyileşinceye dek onun sağlık ve iaşe nafakası için günlük 2 pare Mustafa tarafından ödenmesine karar verilmiştir (TŞS1882-V66A/2).

Kölelere Verilen Nafakalar

1703-1738 yılları arasında Trabzon'da mahkeme kayıtlarına yansıdığı kadarı ile toplumsal sınıf içerisinde yaşayan köle ve cariyelere de nafaka verilmiştir. 27 Ocak 1716 tarihli belge kaydına göre Trabzon Şehrinin Câmi-i Kebir Mahallesi sakinlerinden Ahmed Ağa'nın yetişkin olamayan oğlu ve onun hizmetini gören cariyesi Fatma için nafaka talebinde bulunulmuştur. Mahkeme yaptığı tahkikatın neticesinde çocuğa günlük 13 akçe cariye Fatma'ya günlük 7 akçe nafaka tayin etmiştir (TŞS1875-V13A/2). Kölelere verilen nafakaya dair 7 Ağustos 1735 tarihli bir başka belge kaydında ise İmaret Mahallesinde yaşayan Emine binti Mehmed mahkemeye başvurarak kendi terbiyesinde olan Ahmed isimli çocuk köleye nafaka talebinde bulunmuştur. Mahkeme yapmış olduğu inceleme neticesinde köle çocuğa günlük 2 pare nafaka tayin etmiştir (TŞS1898-V29A/1). 4 Eylül 1735 tarihli bir diğer belge kaydında ise Tekfur Çayırı Mahallesi sakinlerinden Ali Çelebi bin Hüseyin mahkemeye başvurarak kendisine emanet verilen cariye Zeynep için nafaka talebinde bulunmuştur. Ali Çelebi ifadesinin devamında cariye Zeynep'in efendisi olan İbrahim Ağa şehir dışına gitmeden önce cariyesi Zeyneb'i bana emanet etmiştir. Cariye Zeyneb'in nafakası olmadığından İbrahim Ağanın üzerine borç cihetinden o gelinceye dek günlük 2 pare nafaka verilmesine karar verilmiştir (TŞS1898-V37B/4).

Boşanma Nafakası

İslâm Hukukunda bir kadının kocasının ölümü veya kocasından boşanması hâlinde yeniden evlenebilmesi için beklemek zorunda kaldığı süreyi fıkhi bir terim olarak iddet şeklinde tanımlamıştır (Aydın, 2019: 290-291). İslâm Hukukunda evlilik birliğinin sonlanması ile kadınlar bu süreyi iki usulde bekler. Birinci sırada eşi vefat eden kadının gebelik durumu yoksa 4 ay 10 gün bekler şayet gebeliği var ise doğum gerçekleşinceye kadar beklemek zorundadır. İddet süresinin ikinci usulünde ise eğer eşler arasında boşanma durumu gerçekleşmiş ve bir gebelik hali yoksa 3 ay iddet beklemek durumundadır. Fakat kadının gebelik hali var ise doğum gerçekleşinceye dek iddet beklemelidir (Kur'ân-ı Kerîm, 2/234, 2/228., Bilmen, 2013, 2/368-371). Boşanma sonrası kadınların bu bekleme süreleri içerisinde ihtiyaç duydukları iaşe ve nafakalarının erkek tarafından verilmesi zorunlu kılınmıştır (Acar, 2000: 468). İslâm

Hukukunda bu sürenin bu şekilde tayin edilmesindeki amaç boşanmış ya da kocası ölmüş kadının gebe olması durumunda şayet yeniden evlenirse doğacak çocuğun soy bağı karışıklığının önüne geçmektir. Bir diğer amaç bu bekleme süresi içeresinde kadının kendi iâşe ve nafakasının sağlanmasıdır (Acar, 2000: 468). İddet-i ma'lûme, kadının kocasından boşanması veya kocanın ölmesi hâlinde beklediği iddet süresince aldığı bedel olarak kayıtlara geçmiştir (TŞS1870-V66A/2). 24 Nisan 1733 tarihli belge kaydına göre Kale-i Kule Mahallesinde yaşayan Saliha Hatun eşinden boşanmıştır. Saliha Hatun boşandığı eşinden iddet nafakası olarak 10 kuruş almıştır (TŞS1896-V16A/2).

Boşanma sonrasında kocanın eşe ve çocuklara ayrı ayrı nafaka ödediği durumlarda olmuştur. 15 Mart 1713 tarihli mahkeme kaydına göre Kabuk Meydanı Mahallesi'nde yaşayan Molla Mahmud eşi Emine bint-i Ali ile anlaşmalı olarak boşanmıştır. Çiftin çocuklarının velâyeti anneye verilmiştir. Mahkeme çocukların nafakası için Molla Mahmud'a çocuk başına günlük 15 akçe olmak üzere toplamda 30 akçe nafaka ödemesine karar vermiştir (TŞS1873-V31B/4). Boşanma nafakasında boşanan eşin gebelik durumu olma ihtimaline karşılık beklemek zorunda olduğu yasal süre boyunca boşandığı eşi nafakasını ödemiştir. 22 Ocak 1716 tarihli belgede Cami-i Kebîr Mahallesi sakinlerinden iken vefat eden Ahmed Ağa'nın eşi yeniden evlenme durumu ortaya çıkınca vekili vasıtasıyla mahkemeye başvurarak gebelik durumu olduğunu beyan etmiştir (TŞS1875-V86B/1).

Trabzon'da Nafaka Bedellerinin Satın Alma Gücü

1703-1738 Yılları Arasında Trabzon'da Bazı Gıda Maddelerinin Ortalama Fiyatları[9]

S	Gıda Maddesi	Ölçü	Ortalama Fiyat
1	Ekmek	80 – 130 Dirhem	1 Akçe
2	Koyun Eti	1 Kıyye[10]	10-15 Akçe
3	Pirinç	1 Kıyye	8-20 Akçe
4	Un	1 Kıyye	8-10 Akçe
5	Zeytin Yağı	1 Kıyye	30-45 Akçe
6	Sade Yağ	1 Kıyye	30-35 Akçe
7	Nohut	1 Kıyye	4-10 Akçe

S	Boşanma Nafakası	3 Ay 10 Günlük	Akçe Karşılığı
1	Esma Hatun	12 Kuruş	1920 Akçe
2	Fatma Hatun	10 Kuruş	1600 Akçe

S	Fürû Nafakası (Alt Soy)	Günlük	Aylık Toplam
1	2 Erkek Çocuk	24 Akçe	720 Akçe
2	2 Kız Çocuk	22 Akçe	660 Akçe
3	1 Erkek Çocuk	50 Akçe	1500 Akçe

S	Kimsesiz Çocuklara Verilen Nafaka	Günlük	Aylık Toplam
1	3 Kayıp Çocuk	4 Akçe	120 Akçe
2	Yetim Çocuk	15 Akçe	450 Akçe
3	Öksüz ve Yetim Çocuk	2 Pare (6 Akçe)	180 Akçe

[9] Öztürk, 1998, 36-57
[10] 1 Kıyye 1.3 kg denk gelmektedir (Kallek, 2007, 338-339).

S	Aile Nafakası	Günlük	Aylık Toplam
1	Şerife Hatun	20 Akçe	600 Akçe
2	4 Çocuk	20 Akçe	600 Akçe
3	Ayşe Hatun	13 Akçe	390 Akçe
4	Rukiye Çocuk	13 Akçe	390 Akçe
5	Afedora	25 Akçe	750 Akçe
6	Hava Hatun	25 Akçe	750 Akçe
7	Çocuk	9 Akçe	270 Akçe
8	3 Çocuk	30 Akçe (10 Pare)	900 Akçe
9	2 Çocuk	24 Akçe (8 Pare)	720 Akçe
10	2 Çocuk	24 Akçe (8 Pare)	720 Akçe
11	4 Çocuk	40 Akçe	1200 Akçe

S	Tazminat Nafakası	Günlük	Aylık Toplam
1	Adli Vaka tazminatı İsmail Beşe	25 Akçe	750 Akçe
2	Adli Vaka tazminatı Ahmed	10 Akçe	300 Akçe

S	Kölelere Verilen Nafakalar	Günlük	Aylık Toplam
1	Cariye Fatma	7 Akçe	210 Akçe
2	Köle Süleyman	6 Akçe	180 Akçe
3	Çocuk Köle	6 Akçe (2 Pare)	180 Akçe
4	Acem Cariye	6 Akçe (2 Pare)	180 Akçe

SONUÇ

İslam hukukunda en yaygın ahali ile Aile hukukundan doğan nafaka hakları kocanın üzerinde bulunmaktadır. Fakat hukuken nafaka türleri diye bir ayrım olmamasına rağmen uygulamada İslam aile hukuku ve bunun dışındaki yasal haklara dayanan nafakalar şeklinde ayrıma gidilerek bu çalışmada farklı nafaka tipleri ayrı başlıklar altında ele alınmıştır. Çalışmada Trabzon şer'iye sicillerinden yapılan tasnife göre yaygın olarak aile nafakasının kayıtlara daha çok yansıdığı görülmüştür. Aile nafakasının dışında adli suçlar kapsamında iş göremezlik durumunda verilen nafakalar göze çarpmaktadır. Özellikle vakıflar yoluyla kimsesiz çocuklara da nafaka verilmiştir. İslam Hukukunda en yaygın verilen nafaka türlerinden boşanma nafakası ve füru nafakası Trabzon mahkeme kayıtlarına da yansımıştır. Bu dönemde Trabzon'da toplumsal yapı içerisinde varlığını sürdüren köle ve cariyelerinde nafaka ihtiyaçlarına cevap verildiği görülmüştür. Trabzon'da verilen nafakalar dönemin gıda fiyatları üzerinden kıyaslanarak nafakaların satın alma gücü tespit edilmeye çalışılmıştır. Verilen nafakalar bireylerin sosyo ekonomik olarak ödeme gücüne göre tespit edilmiştir. Verilen nafakaların satın alma gücü tabloda incelendiğinde nafaka verilen kişilerin aylık iaşelerini rahat bir şekilde temin edebileceği anlaşılmıştır.

Trabzon'da nafaka uygulamasının toplumun birçok katmanı içerisindeki kesimlere verildiği ve böylece toplumsal sınıflar arasında nafakanın bir sosyo ekonomik denge unsuru üstlendiğini ifade edebiliriz. Trabzon'da nafaka uygulaması ile sosyal dengenin sağlanmasının yanında para ve hizmetlerin toplumun üst kesimlerinden ihtiyaç sahibi kesimlere yönelmesi sağlanmıştır. Nafaka uygulaması ile birlikte ihtiyaç sahibi insanların giyim ve iaşe gibi insani ihtiyaçlarının temin edilmesi amaçlanmıştır. Özellikle kimsesiz çocukların nafaka ihtiyaçları temin edilmesi ile birlikte bu çocukların en azından yetişkinliğe kadar bir sosyal güvence içinde

yetişmeleri sağlanmıştır. Kadınların kocalarından boşanma ya da kocaların vefat etmesi sonrasında almış oldukları yasal nafaka hakları ile belirli bir süre asgari ihtiyaçlarını karşılanması amaçlanmıştır. Trabzon'da nafaka uygulaması ile birçok kesime maddi destek sağlanması devletin ve sosyal hayatın toplumsal risklerini en aza indirmesini sağlamıştır.

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İşte Mutluluk ve Paternalist Liderlik: Kültür Kayıp Halka mı?

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ÖZET

İş yaşamında birçok nedene bağlı olarak yaşanan değişimin merkezinde yönetim ve işgücü bulunmaktadır. Özellikle teknolojik gelişmelerin iş yapma biçimlerini değiştirdiği görülmektedir. Bunun sonuçları çalışanların işte mutluluğunu etkilemektedir. Örneğin, çalışma ve üretim ortamlarında teknolojinin yaygınlaşması önceki dönemlere göre daha az kişi istihdamını yeterli hale getirebilmektedir. Bu durumda çalışanlar açısından yıkıcı rekabet söz konusu olmakta, stres ve tükenmişlik sorunlarıyla birlikte bireylerde mutsuzluk artmaktadır.
Bu koşullar içerisinde, işyeri ve çalışanlar için verimlilik ve mutluluk açılarından olumlu adımlar atılması etkili liderlik ile mümkün olabilir. Bu noktada, "çalışanların işyerinde mutluluğu bağlamında liderlik yaklaşımlarından paternalist liderlik uygun olabilir mi?" sorusu üzerine düşünüldüğünde bir ikilemle karşılaşılmaktadır. Şöyle ki paternalist liderlikte, lider çalışanları hem iş yerinde hem iş dışı yaşamında yönlendirmekte ve çalışanların özel yaşamları dahil çeşitli konularıyla ilgilenebilmektedir. Diğer taraftan "bu yönlendirmeler çalışanların mutlu olmasını sağlayabilir mi?" sorusunun cevabı değişkenlik taşıyabilmektedir.
Bu çalışmada, Türkiye ve Batı literatürlerinde paternalist liderlik ve işyerinde mutluluk kavramları ele alınacaktır. Kültürel paradoks nedeniyle bazı örgüt kültürlerinde olumlu bazı örgüt kültürlerinde olumsuz olarak ele alınan paternalist liderliğin mutluluk açısından örgüte, çalışanlara ve lidere etkileri eleştirel bakış açısıyla değerlendirilecektir.
Anahtar Kelimeler: Paternalist Liderlik, İşte Mutluluk, Kültür, Doğu Kültürü, Batı Kültürü

Happiness at Work and Paternalistic Leadership: Is Culture a Missing Link?

ABSTRACT

Management and workforce are at the center of the change in business life due to many reasons. In particular, it is seen that technological developments have changed the way of doing business. The results of this affect the happiness of the employees at work. For example, the widespread use of technology in working and production environments can make it sufficient to employ fewer people than in previous periods. In this case, destructive competition is in question for employees, and unhappiness increases in individuals with stress and burnout problems.
In these conditions, it is possible to take positive steps in terms of productivity and happiness for the workplace and employees with effective leadership. At this point, "Can paternalist leadership be appropriate from leadership approaches in the context of employee happiness at work?" When considering the question, a dilemma is encountered. Namely, in paternalistic leadership, the leader directs the employees both at work and outside of work life and can deal with various issues, including the private lives of the employees. On the other hand, "can these referrals make employees happy?" The answer to the question may vary.
In this study, the concepts of paternalistic leadership and happiness at work in Turkish and Western literature will be discussed. Due to the cultural paradox, the effects of paternalistic leadership, which is considered positive in some organizational cultures and negatively in some organizational cultures, on the organization, employees and the leader in terms of happiness will be critically evaluated.
Keywords: Paternalistic Leadership, Happiness at Work, Culture, Eastern Culture, Western Culture

1. INTRODUCTION

One of the most significant events in history is the Industrial Revolution, which is defined as the transition from a production system based on human and animal power to one based on machine power. Following the first, second, and third industrial revolutions that occurred in the past, we are currently experiencing the Industrial Revolution known as Industry 4.0. In the current era of Industry 4.0, many workplaces have become fully digitalized. Studies and experiments conducted under the leadership of the German Artificial Intelligence Research Center have shown that the information transmitted by a product through radio signals can be stored digitally at the beginning of production. This has led to significant advancements in the form of cyber-physical systems (Blinder, 2006; Küçükkalay, 1997). Overall, widespread use of robots in production, advancements in artificial intelligence, the shift of production from factories to homes, and the ability to analyze big data have become possible.

The Industrial Revolution has brought about significant changes in one of the most crucial aspects of human life, namely work (Hopkins, 1982). Previously, work was considered as an activity carried out solely to meet daily needs, but after the Industrial Revolution in the 18th century, work underwent a significant transformation and became associated with regular employment and receiving wages in return (McClellan & Dorn, 2013). While people used to have control over the entire product they produced, after the Industrial Revolution, they are now required to focus only on a small component of the object produced on assembly lines. Similarly, individuals who previously had flexible working hours became bound to specific working and break hours. This work and lifestyle created a situation that is not in harmony with human nature, leading to a sense of alienation (Berktaş & Oraklıbel, 2021, p.8). However, individuals have a need to fully utilize their potential, develop their talents, and achieve self-fulfillment. When these needs are disregarded, unhappiness, alienation, and disconnection become inevitable (Toffler, 1974, pp.52-54).

The center of this change in the business environment revolves around management and the workforce. Taking positive steps towards productivity and happiness for the workplace and employees can be achieved through effective leadership. With this perspective, this article aims to summarize and analyze the concepts of paternalistic leadership and happiness at work in Turkish and Western literature, while drawing attention to the cultural paradox.

2. LITERATURE

2. 1. Transformations in Business Life and Happiness at Work

Prior to Industry 4.0, during the years 1970-1990, there were new laws, changes in taxation, and increased participation in international trade. The process of digitization began, with the establishment of Apple in 1976 and the use of the first microcomputer, leading to the automation of production through advancements in electronic and information technologies. During this period, as productivity increased, the number of blue-collar workers decreased, and jobs began to be largely performed through computer screens. As a result of the decrease in the share of labor costs in total production costs, Western companies have moved their factories from low-wage countries to their own countries in order to reduce transportation costs (Jensen, 1993). The change has continued; with the current era of Industry 4.0, many workplaces have become fully digitalized.

The concept of alienation was initially discussed by Jean Jacques Rousseau in a political context in the 18th century, and later, it was philosophically explored by Hegel and Marx in subsequent centuries. As a result of the Industrial Revolution, alienation of individuals from a lifestyle

aligned with human nature has emerged. It refers to the disruption of harmony between oneself and the world, rendering this relationship meaningless and devoid of value (Wood, 2017, pp. 64-67).

The alienation of employees from their work is a situation that separates them from the system and results in negative consequences (Jossa, 2013); one of these consequences is a decrease in job satisfaction. Organizational happiness is a valid concept for organizations where employees can experience happiness. According to Seppala (2016), one of the factors that influence organizational happiness is leadership. In organizations composed of happy individuals, productivity and collaboration are enhanced (Helliwell et al., 2017).

The formation of organizational outcomes is influenced by individuals' happiness levels and their behaviors (Joo & Lee, 2017). Studies have shown that happiness is a workplace-derived concept, and having happy employees leads to positive business outcomes such as increased productivity (Gregory, 2011). Besides, in Seligman's (2011) PERMA model, he suggests that there are measurable specific components of well-being and employee happiness. The PERMA model includes the concepts of positive emotions, engagement, meaning, positive relationships, and accomplishment. Besides, some studies examine the psychological states of happy and unhappy employees in the workplace. For example, a study reveals that unhappy individuals are more sensitive to potential risks, more defensive and cautious towards their colleagues, less optimistic, and less confident. On the other hand, happy employees are more sensitive to opportunities in their work environment, more outgoing and helpful towards their colleagues, and overall more optimistic and self-assured (Cropanzano & Wright, 2001, pp. 183-184).

2.2. Happiness at Work and Paternalistic Leadership

In Fapinyo's (2009) study, it was determined that there are five factors that contribute to and predict happiness at work. "Leadership" is one of the factors that contribute to happiness along with job inspiration, shared values within the organization, relationships, and the quality of work life. Besides, Chaiprasit & Santidhiraku (2011) studied about the happiness at the workplace and factors account for it. One of the factors account for happiness at the workplace is leadership. The leaders of the organizations promote and create happiness for employess when they work by creating motivation, awareness, and dedication.

In today's rapidly changing global environment, organizations require effective leaders who understand the complexities of the situation. When the task is well-structured and the leader maintains a good relationship with the employees, it leads to high effectiveness on the part of the employees (Nanjundeswaraswamy & Swamy, 2014, p.57).

The roots of paternalism as a management concept can be traced back to Max Weber's early works. Weber conceptualized paternalism as a form of legal authority. It is a developing research area in management literature, with relevant studies becoming more widespread since the late 1990s. However, there are differences of opinion regarding the definition and effectiveness of paternalistic practices (Pellegrini & Scandura, 2008).

The paternalistic leadership model represents a sweet-tough and fatherly style of leadership. This model combines strict discipline and authority with parental care and affection, where the leader is both authoritative and responsible for decision-making towards the followers (Şendoğdu & Erdirençelebi, 2014). While the leader expects loyalty and allegiance from the followers, the followers, on the other hand, expect benevolence, generosity, and reliability from their leader, viewing the workplace as a family-like environment. This relationship between the

leader and the followers is not merely a contractual agreement that exists solely within the work environment, as it resembles a family bond between a leader and their subordinates (Çıraklar et.al., 2016; Durmuş, 2016).

Studies have shown that the characteristics of paternalistic leadership are more prevalent in Eastern societies, which have a higher power distance compared to Western societies. Evidence from research suggests that the notion of paternalistic leadership is commonly observed in countries including China, Japan, Korea, Taiwan, India, Middle Eastern nations, and Latin America (Kılınç, 2018, p.3). Considering Turkey's historical, geographical, and widespread cultural values, it is known that Turkey is culturally closer to the Eastern culture rather than the West. Given that organizations within a society with a paternalistic culture, it is important to investigate the concept of paternalistic leadership in the context of business management in Turkey (Köksal, 2011, pp. 101-102).

2.3. In the Cultural Context, Workplace Happiness and Paternalistic Leadership

The leader's behaviors affect the workplace happiness of employees. When examining managerial perspectives based on cultural characteristics in the literature, it is observed that research on leadership models in Western societies is widespread, while studies reflecting the cultural characteristics of Eastern societies are limited (Çıraklar et al., 2016, p.73).

The approach of paternalistic leadership has emerged from the recognition that nations' unique lifestyles, practices, and cultural elements influence their understanding of leadership (Farh & Cheng, 2000, p.84). This perspective is widely accepted today, suggesting that leadership can vary from society to society and from culture to culture.

The leader exhibiting positive behaviors towards employees creates positive effects on them emotionally, cognitively, and attitudinally. On the other hand, the notion that paternalistic leadership differs according to culture may stem from its negative effects. Karsu Cesur et.al. (2019, p.95) emphasized that in paternalistic leadership, the relationship between the leader and the subordinate can resemble a parent-child relationship, which implies an inequality because the father and the child do not have equal conditions and there are significant differences in terms of rights. As expressed by Western researchers, it does not imply "voluntary-based exploitation." This is because the leader stays within ethical boundaries and does not misuse their power over the followers or their position, unlike negative examples. Employees exhibit compliance behavior because they know that their leaders do not act selfishly in decision-making, but consider the common good and do not pursue their own interests. Therefore, it would not be correct to evaluate this as a form of exploitation.

The issue of benevolence mentioned in paternalistic leadership is one of the most criticized aspects of this leadership style. As Köksal (2011, p.106) pointed out, in a paternalistic relationship, both parties generally display benevolence, but this behavior can sometimes be driven by self-interest. For example, the leader may exhibit benevolence towards their followers while actually serving their own managerial interests. On the other hand, followers may have a tendency to assist the leader due to their expectations and dependence on them.

Some researchers have discussed the aspect of benevolence in paternalistic leadership compared to transformational leadership. From this perspective, in paternalistic leadership, similar to transformational leadership, there is a focus on considering and assisting subordinates. However, it is believed that while a transformational leader inspires followers

with charisma and intellectual stimulation, a paternalistic leader exerts authority, control, and creates an image over their followers (Erben & Güneşer, 2008, p.958).

Additionally, there are researchers who find it appropriate to examine paternalistic leadership in terms of dimensions. For example, according to Oh's (2016) classification: Benevolent paternalism, in contrast to strict paternalism, acknowledges that individuals are free in their own matters. The aim of benevolent paternalism is not to make individuals conform to the majority; it is about providing individuals with "knowledge" about what is best for them. Having access to this knowledge generally contributes to individuals' happiness in their daily lives and work.

Moreover, Farh & Cheng (2000), who critically reviewed the literature, identified three elements of paternalistic leadership: authoritarianism, benevolence, and moral leadership. They examined the cultural roots of each element in Chinese society and their relevance to organizations. In this context, authoritarian leadership is concerned with the followers' compliance with the decisions made by an authoritative figure, believing that it is in their own interest. Benevolent leadership, as stated, refers to the personal and inclusive paternalistic leader behavior exhibited for the well-being and welfare of employees. Moral leadership is defined in relation to employees' perceptions of the leader's honesty and ethical values. Besides, Aycan (2006) has classified paternalistic leadership into benevolent paternalistic leadership and exploitative paternalistic leadership. In benevolent paternalism, leaders demonstrate their good intentions towards employees, and employees respond positively by exhibiting commitment and loyalty towards the work and the organization. On the other hand, exploitative paternalism involves leaders sometimes expecting compliance from employees in an authoritarian manner. In the face of authoritarian leadership, the loyalty and obedience of subordinates are reluctant and often based on fear.

As Koçel (2018, p. 601) summarized that the studies conducted in different regions of the world and diverse cultures indicate that the impact of leadership behavior on employee well-being is universal. However, different samples and contexts may require certain leadership characteristics to be more prominent. The fundamental principle of the situational approach emphasizes the importance of not only the leader's traits but also the follower characteristics and the context in leadership.

3. RESEARCH QUESTION

The common definition of leadership can be said to lack consensus. It is observed that the topic of leadership draws upon different thought systems as researchers from various social science fields such as psychology, sociology, political science, history, and management contribute to the subject (Karademir, 2021, p.4). Over the past 60 years, 65 different classification systems have been developed to define the dimensions of leadership (Fleishman et al., 1991). Some have defined leadership in terms of power relations between leaders and followers, suggesting that leaders possess the power to bring about change in others. Others view leadership as a transformative process that motivates followers to achieve more than expected. Finally, some researchers evaluate leadership from a skills perspective and emphasize the abilities that make effective leadership possible. The definitions of leadership are seen to fundamentally encompass the following four points (Northouse, 2021): Leadership is a process, involves influence, occurs within groups, and entails shared goals.

In distinguishing leadership as an organizational variable from the concept of management, it is emphasized as a process of influence (Bennis et.al., 2007). Creating such an impact requires interpreting organizational or individual behavior in conjunction with societal changes and transformations, and how the organization is sociologically affected. Thus, it can be concluded that leadership is influenced not only by organizational or individual variables but also by societal variables. This implies that leadership needs to be examined broadly within the scope of both the type and structure of the organization and the society it operates in, considering the changes and transformations it undergoes. In this context, it is important to consider the implications of technological changes along with the leadership perspective.

Organizational employees are not merely obligated as task performers but are individuals with emotional and cognitive perceptions. When they perceive themselves as such, they develop a sense of gratitude towards the organization they work for, which in turn increases their well-being and happiness (Fredrickson, 1998). The presence of happy employees is directly associated with the concept of happy organizations (Simmons, 2014), emphasizing the significance of employees feeling happy in the workplace.

Because of the cultural paradox, the impact of paternalistic leadership is perceived as positive in certain organizational cultures and negative in others. Indeed, this situation can be considered valid in terms of happiness as well. In this framework, the research question is "Does the impact of paternalistic leadership on employee happiness in the workplace vary across different cultural contexts?"

4. METHOD

In this study, a literature review was conducted to examine the concepts of paternalistic leadership and workplace happiness in both Turkish and Western literature. Considering the cultural paradox, the impact of paternalistic leadership, which is viewed positively in certain organizational cultures and negatively in others, was critically evaluated in terms of its effects on the organization, employees, and leaders from the perspective of happiness.

5. SOME KEY FINDINGS IN THE LITERATURE REVIEW

The literature review conducted to examine the concepts of paternalistic leadership and workplace happiness in both Turkish and Western literature, considering the cultural paradox, revealed the following key findings:

1-Critiques of paternalistic leadership can be summarized in three main categories: negative effects of this leadership style, the issue of uncertainty, and the concept of altruism. It can be summarised as:

- In paternalistic leadership, the relationship between the leader and the follower can resemble a parent-child relationship, which can imply an inequality because the father and child do not have equal conditions and there are significant differences in terms of rights (Karsu Cesur et.al., 2019).
- There are various reflections of paternalism in moral, political, and social aspects. The views of John Stuart Mill, a prominent figure in philosophical radicalism and utilitarian thought, stand out in the context of paternalism.

Paternalism, in its broadest sense, refers to intervening in someone's affairs without their consent. Here, there is uncertainty: Mill's bridge example... It is the fundamental duty of public authorities to warn people in the face of accidents. If an official observes someone attempting to cross a bridge that has been definitively determined as dangerous, but there was no time to inform the person beforehand, the outcome can be evaluated in two ways... However, it is not always easy to distinguish between what is certain and what is probable in terms of harm (Öztürk, 2021).

- In a paternalistic relationship, the parties involved often display acts of benevolence, but this behavior can be driven by self-interest. For example, a leader may show benevolence towards their followers with the aim of serving their own managerial interests. On the other hand, followers may have a tendency to assist the leader due to their expectations.

As a solution, a classification approach can be used instead of a single scope. For instance, Farh and Cheng (2000) identified three elements: authoritarianism, benevolence, and moral leadership.

2- Cultural Variations in Perception: There are cultural variations in the perception and acceptance of paternalistic leadership. Recent studies on the topic have revealed contrasting findings compared to previous periods and have generated new recommendations. Unlike studies conducted before, new research has indicated that paternalistic leadership, as an emerging non-Western theory, is more commonly endorsed in societies characterized by high power distance and collectivism. However, the ambiguous nature of paternalistic leadership necessitates a deeper understanding of its acceptance across different cultures (Mansur, et.al., 2017). In Western cultures, more emphasis is placed on individual autonomy and empowerment, which may lead to a less favorable view of paternalistic leadership. In Turkish culture, however, there is a greater acceptance and appreciation for leaders who exhibit paternalistic behaviors, such as providing guidance and support to subordinates.

3- Positive Impact on Happiness: Paternalistic leadership has been found to have a positive impact on happiness. The benevolent and supportive aspects of paternalistic leadership contribute to a positive work environment, fostering trust, loyalty, and a sense of belonging among employees.

4- It is determined that the key factors in studies on workplace happiness are pay, rewards, workplace environment, and leadership. And, in researches on happiness and its outcomes, factors such as motivation, performance, job satisfaction, commitment, and intention to stay have been identified.

The "Leader characteristics preferred by employees for happiness" studies have been found to be related to the following aspects: result and solution orientation, trustworthiness, positive communication, empowerment and involvement of employees, support and fostering of employee development, provision of positive feedback and rewards, having a vision, and showing individual attention to employees.

Studies on "The effects of paternalistic leadership approach in promoting workplace happiness" have highlighted the following factors: care and support, emotional commitment, trust and stability, and career development.

6. CONCLUSION AND RECOMMENDATIONS

Studies conducted in different cultures indicate that leadership behavior has a universal impact on employee happiness. The leadership styles commonly associated with happiness are considered positive leadership approaches. Paternalistic leadership, on the other hand, is observed to be preferred in studies that take cultural context into account.

It would be a generalization to say that paternalism is more widely accepted in Eastern literature compared to the West. Each culture has its unique dynamics and values, and attitudes towards leadership approaches can vary based on these factors. The notion that leadership can vary from society to society and from culture to culture is becoming widespread. It is believed that societies are more likely to embrace leaders who are closer to their cultural style, and the same may apply to organizations as well. Paternalism can be viewed as a concept that encompasses different classifications tailored to each culture, rather than being perceived as a one-dimensional critique.

When considering the existing criticisms in the literature, paternalistic leadership can enhance workplace happiness but also carries certain risks. Like any leadership approach, its effects and outcomes can vary depending on the dynamics of the work environment and the preferences of the employees.

In Turkey, there are several centers and programs in the fields of Business, Management, and Social Sciences that focus on leadership and culture research. These centers and programs can be further developed in terms of quantity and quality. Instead of addressing these broad topics in a general sense, establishing specific areas of expertise can provide significant contributions. Taking a multidimensional approach and adopting an interdisciplinary perspective will contribute to the understanding of this leadership style.

Over time, changes and different perspectives have been emerged in literature. Especially with globalization and technology, new generations may have different views and criticisms regarding paternalism. In this context, further studies can be conducted to explore these perspectives.

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"Kendini Kopyalamak": Türk Yükseköğretim Sisteminde Mülteci Akademisyenler Vakası

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ÖZET

"Yeni Kurumsalcı Kuram (YKK)"ın temel merakı "örgütlerin neden birbirlerine bu denli benzedikleri"dir. Bu bağlamda YKK; muhtelif eş biçimlenme mekanizmalarından bahsetmektedir. YKK örgütlerin zaman zaman, belirsizlik ortamında, meşruiyet bahşeden aktörler nezdinde meşruiyet kazanma ve belirsizliği bir nebze olsun hafifletme arzusuyla birbirlerini taklit edebildiklerini ortaya koymuştur. Bu eş biçimlenme mekanizması YKK yazınında "öykünmeci eşbiçimlenme" olarak adlandırılmıştır. Öte yandan örgütler, kimi zaman kendi geçmişlerinde, başarılı olduğuna inandıkları bazı uygulamaları da tekrarlayabilmektedirler. Bu çalışma da, Türk Yükseköğretim sisteminin, geçmişte başarılı olarak kabul edilmiş bir uygulamasını kısmi olarak tekrarlaması örneği üzerine kurgulanmıştır. Cumhuriyetin ilk yıllarında, Almanya'dan, "Nasyonal Sosyalizm"in yükselişe geçmesiyle birlikte ayrılmaya niyetlenmiş öğretim üyeleri, genç Türkiye Cumhuriyeti'ne davet edilmiştir. Benzer biçimde, son dönemde patlak veren Rusya-Ukrayna savaşı sonrasında, "Yükseköğretim Kurulu (YÖK)"nun Ukrayna vatandaşı akademisyenlerin Türkiye'de araştırma üniversitesi niteliğindeki devlet üniversitelerinde "yabancı uyruklu sözleşmeli öğretim elemanı" olarak çalıştırılabilmeleri için imkan sağlanacağına yönelik bir duyurusu olmuştur. Dolayısıyla, Türk yükseköğretim sistemi geçmişteki başarılı uygulamalarından birini kopyalıyor gibi görünmektedir. Bu vakanın, mevcut kendini kopyalayan örgütler yazınına, kopyalanmanın amacını ve düzeyini farklılaştırmak suretiyle, muhtelif katkılar sağlayabileceği umulmaktadır.
Anahtar Kelimeler: Kendini Kopyalamak, Rekabet Avantajı, Yüksek Öğretim, Mülteci Akademisyenler

Replicating The "Self": The Case of Refugee Scholars in Turkish Higher Education System

ABSTRACT

The main question of "New Institutionalist Organization Theory (NIOT)" is "why are organizations so similar to each other?". NIOT names this high similarity among organizations as "isomorphism" and endeavours to understand the mechanisms behind isomorphism. According to NIOT; in uncertain environments, some organizations may mimic other leading organizations to reduce uncertainty and gain legitimacy in the eyes of actors who bestow this legitimacy. This mechanism of legitimacy is named as "mimetic isomorphism" by scholars of NIOT. However, organizations may mimic their own past practices that they perceive as successful one. This study is based on a case that Turkish Higher Education System mimics its' one of the past, successful practices. During the first years of the young Turkish Republic, with the rise of National Socialists in Germany, many German scholars who felt uncomfortable themselves were invited to Turkey by the government. After many decades, the Turkish government invited Ukrainian scholars to Turkey for this time who were forced by the Russia-Ukraine war to leave their country. The Council of Higher Education (YÖK) of Turkey announced that 20 public research university in Turkey can employ Ukranian scholars with status of "foreign national contructual instructors". Therefore, the Turkish Higher Education System seems to replicate its one of the past practices. According to the author of this study, the case can contribute the literature of automorphism by differentiating the reason and level of it.
Keywords: Replication of "Self", Competitive Advantage, Higher Education, Refugee Scholars.

GİRİŞ

Örgütler sıklıkla hem teknik hem de kurumsal çevrelerinden baskıların geldiği bir ortamda faaliyet göstermektedirler. Kurumsal çevre boyutunda örgütler, meşruiyet bahşeden örgütlerin onayını alabilmek adına eşbiçimlenmeye gidebilmektedirler. Öte yandan, "Yeni Kurumsal Kuram (YKK)"ın ele almadığı, çevresel belirsizlikle mücadele stratejilerinden bir tanesi de örgütlerin geçmişte sonuç verdiğine, başarılı olduğuna kanaat getirdikleri davranışlarını tekrarlamalarıdır.

Bu çalışma da Türk yükseköğretim sisteminin kendisini kopyalama vakası üzerine inşa edilmiştir. Türk yükseköğretim sistemi bundan yaklaşık 90 sene önce yükseköğretim kurumlarındaki eğitim kalitesini arttırmak ve kadrolardaki boşlukları takviye etmek amacıyla yurt dışından, yabancı öğretim üyelerini ülkeye davet etmiş ve izlenen bu stratejiden büyük ölçüde müspet sonuçlar alınmıştır. Aradan geçen 90 sene sonrasında, "Yükseköğretim Kurulu (YÖK)" benzer bir stratejiyi hayata geçirmiş ve ülkeleri savaş halinde olan öğretim üyelerini hem insanlık namına hem de üniversitelerinin performansını bir adım ileriye taşıyabilmek adına Türkiye'ye davet etmiştir. Bir anlamda Türk yükseköğretim sistemi hafızasına yer etmiş bir başarı tecrübesini, benzer şartlar oluştuğunda yineleme yoluna gitmiştir.

Çalışmanın yazına bazı mütevazi katkılarının olabileceğine inanılmaktadır. Her şeyden önce, ulusal yazında pek de rastlanmayan bir kavram olan "kendini kopyalama" kavramı ulusal yazına kazandırılmış olacaktır. İkincisi; aşağıda da ifade edildiği gibi, "kendini kopyalama" davranışı daha ziyade bireysel örgüt düzeyinde ve meşruiyet kazanma kaygısıyla izlenen bir strateji olarak ele alınmıştır. Öte yandan; bu çalışmada daha ziyade sistemik düzeyde ve rekabet kazanma maksadıyla gerçekleştirilen bir kopyalanma vakası ele alınmaktadır.

Çalışmada öncelikle "kendini kopyalama" kavramına netlik kazandırılmaya çalışılacaktır. Ardından, çalışmanın üzerine kurgulandığı vakanın ayrıntılarından bahsedilecektir. Çalışma sonuç kısmı ile nihayete erdirilecektir.

1. ÖRGÜTLERDE KENDİNİ KOPYALAMA DAVRANIŞI

"Yeni Kurumsal Kuram (YKK)"nın temelde merak ettiği husus "aynı örgütsel alanlarda faaliyet gösteren örgütlerin neden birbirlerine bu denli benzedikleri"dir. Bilindiği gibi DiMaggio ve Powell (1983) bu durumu "eşbiçimlenme (isomorphism)" olarak adlandırdıkları bir fenomenle açıklamaktadırlar. Yazarlara göre örgütler zaman zaman güç sahibi aktörlerin zorlayıcı baskıları nedeniyle eşbiçimlenme davranışı gösterebilmektedirler. Örgütlerin üst yönetim kadrolarını oluşturan yöneticilerin geçmişte eğitim süreçlerinde ideal örgüt davranışının ne olduğuna dair öğrendikleri de normatif eşbiçimlenmeye vesile olabilmektedir. Son olarak, örgütler bir belirsizlik anında, ne yapacaklarını bilemez durumda olduklarında, kendilerine referans aldıkları örgütleri göz ucuyla takip ederek, onların davranışlarını kopyalabilirler, bir diğer ifadeyle "öykünmeci eşbiçimlenme" yaşayabilirler.

Öte yandan, YKK yazınında çok fazla telaffuz edilmeyen bir görüşe göre örgütler; geçmişte başarılı olmuş, meşruiyet bahşeden aktörlerin nezdinde kendilerine meşruiyet sağlayan davranışlarını tekrarlayabilirler. Bu manada, kendini kopyalama da bir belirsizlikle başa çıkma stratejisi olarak örgütler tarafından tercih edilebilmektedir. "Kendini kopyalama" davranışının yazına Schwartz tarafından 1997 yılında yapılan bir çalışma ile kazandırıldığı bilinmektedir. Öte yandan burada dikkat edilmesi geren bir diğer kavram da "çeviri"dir (Czarniawska ve Sevón, 1996; Pipan ve Czarniawska, 2012). Örgütler kendilerini kopyalabilirler ancak bu hiçbir zaman birebir kopyalanma şeklinde olmayacaktır. Çünkü çeviri kavramına göre bilgi mekansal ve zamansal seyahati esnasında muhakkak bazı değişimlere uğramaktadır. Bu değişimlerin kimi bilgiyi taşıyan aktörlerin bilinçli çabalarının neticesinde, kimileri bilginin eksik, fazla ya da yanlış yorumlanması neticesinde vb. gerçekleşmektedir. Haliyle, daha önce başarılı bir örgüt pratiği, aradan geçen zamana ve değişen şartlara/bağlama göre bir çeviri işlemine uğrayacaktır. Bu bağlamda, örgütün önceki ve sonraki davranışı mühim ölçüde birbirine benzerlikler göstermekle birlikte, daha yakından bakıldığında sonraki davranışın öncekinin bağlama göre çeviriye uğramış hali olduğu göze çarpacaktır (Strannegård, 2000; Czarniawska 2002; Schwartz, 2009).

2. TÜRK YÜKSEKÖĞRETİM SİSTEMİNDE MÜLTECİ AKADEMİSYENLER

Göçler çağımızın bir gerçeğidir. Nitekim; bazı düşünürler içinde bulunduğumuz çağı göç çağı olarak adlandırmaktadırlar. Gerçekleşen göçler, ülkeleri ve o ülkedeki tüm unsurları menfi ve müspet yönde etkileyebilmektedir. Türkiye Cumhuriyeti de göç fenomenini muhtelif vesilelerle derinden idrak eden/etmek zorunda kalan bir ülke olmuştur.

Türkiye Cumhuriyeti'nin kuruluşunun ardından, ülkenin bir çok noktasında olduğu gibi eğitim sisteminde de köklü bazı değişiklikler yapılmasının gerektiği anlaşılmıştır. Yükseköğretim sisteminde yapılması planlanan reform kapsamında, 1933 yılında "Darülfünun" kapatılmış ve yerine "İstanbul Üniversitesi (İÜ)" açılmıştır. Öte yandan, sistemdeki değişim, isim değişikliğinin ötesinde, bazı mühim değişiklikleri gerektirmektedir. Örneğin Darülfünun'un İÜ adıyla modern bir üniversiteye dönüştürülme arzusuyla birlikte, yeni öğretim üyesi kadrolarına ihtiyaç hasıl olmuştur. Çünkü mevcut Darülfünun kadrolarıyla çağın gereklerine uygun bir eğitimin verilmesinin çok da mümkün olmadığına kanaat getirilmiştir. Öte yandan, ülkenin o dönem mevcut insan kaynaklarının bu kadroları doldurmak için maalesef yeterli olmadığı anlaşılmış ve alternatif çözüm arayışlarına girilmiştir. Bir fırsat faktörü olarak, o dönem Almanya'da Nasyonel Sosyalizm'in yükselişe geçişiyle birlikte bazı Alman öğretim üyeleri bu durumdan rahatsız olarak, kendilerine bilimsel çalışmalarını sürdürebilecekleri yeni vatan arayışına girmişlerdir. Nitekim İsviçre'de Philip Schwartz liderliğinde bir oluşuma gidilerek bahsi geçen profesörlere bilimlerini icra edebilecekleri toprakları bulma çalışmaları bir teşkilat altında daha sistematik hale getirilmiştir. Yüce önder Mustafa Kemal Atatürk'ün yükseköğretim sistemindeki öğretim üyesi açığına yönelik çözüm arayışında olduğunu duyan Schwartz bir listeyle Atatürk'e başvurmuştur. Yapılan görüşmeler neticesinde Albert Malche

(tıp), Alfred Heillbron (botanik), Alfred Kantorowicz (dişçilik), Bruno Taut (mimarlık), Clemens Bosch (arkeoloji), Curt Kosswig (zooloji), Erich Auerbach (edebiyat), Ernst Hirsch (hukuk), Fritz Neumark (ekonomi), Helmutt Ritter (oryantalizm), Kurt Zuber (deneysel fizik), Richard von Mises (matematik), Walter Kranz (Yunan filolojisi ve felsefe tarihi) gibi, bir çoğu alanlarında otorite olarak görülen öğretim üyelerinin Türkiye'ye gelmeleri temin edilmiştir. Oluşturulan kadro Türk yükseköğretim sistemine müthiş katkılar yapmış gibi görünmektedir (Livaneli, 2011; Şengör, 2014). Nitekim o dönemde bir rivayete göre "İkinci Dünya Savaşı sırasında en iyi Alman üniversitesi İstanbul Üniversitesidir" ifadesi ilgili çevrelerde sık sık zikrediliyordu (Şengör, 2014: 85).

Türk yükseköğretim sistemi için benzer bir gelişme, ilkinden yaklaşık 90 sene sonra tekrar, yakın zamanda ortaya çıkmıştır. Rusya ve Ukrayna arasındaki savaşın fitili 2014 yılında, Rusya'nın Kırım'ın ilhakı ile ateşlenmiş görünmektedir. Sonrasında Donbass Savaşı ile gerilim iyice artmıştır. Şubat 2022 tarihinde, parlamentonun onayını alan Putin, Ukrayna'ya bir operasyon düzenleneceğini deklare etmiş ve iki ülke arasındaki savaş bilfiil başlamıştır. Bu açıklamanın hemen akabinde, YÖK Başkanı Prof.Dr. Erol Özvar'ın savaş nedeniyle bilimsel faaliyetlerini yerine getiremeyen Ukraynalı öğretim üyelerine bazı imkanlar sağlanması yönünde çalışmalar yapılacağını duyurmuştur:

"Sadece Türk ve uluslararası öğrenciler değil aynı zamanda uluslararası çapta ün sahibi olan, ilmi faaliyetleri belirli bir seviyenin üzerine çıkmış, gayretli uluslararası öğretim üyeleri, bilim insanlarına da kapımızın açık olduğunu ifade etmek isterim. *Türkiye Cumhuriyeti, kurulduğu andan itibaren* ilmi faaliyeti yerine getiren, muhtelif alanlarda uzman olmuş *bilim insanlarına her daim kapılarını açmıştır*. Biz de YÖK olarak sadece öğrencilere değil, öğretim elemanlarına, bilim insanlarına, kadın-erkek fark etmez, kapılarımızı açıyoruz. *Ülkemizin bilimsel ve teknolojik gelişmesine, iktisadi kalkınmasına, evrensel bilgi birikimine katkı yapabilecek her türlü uluslararası bilim insanına kapımızın açık olduğunu*, onlarla iş birliği yapmak istediğimizi bütün kamuoyuyla paylaşmak isterim...Şu anda ülkemizde yüzlerce yabancı uyruklu bilim insanı, aktif olarak Türkiye'nin bilgi birikimine, üniversite eğitimine, öğrencilerin yetişmesine katkı sağlamaktadır. *Ukrayna'dan veya başka bir ülkeden güvenli bir liman arayan*, huzur içerisinde bilimsel faaliyetlerine devam etmek isteyen bütün bilim insanlarına kapılarımızın açık olduğunu, Türkiye'de mutlu olabileceklerini ifade etmek isteriz." (Haktanıyan ve Kasap, 2022).

YÖK Başkanı Erol Özvar'ın bu açıklamasında bazı noktalar dikkat çekici gibi görünmektedir. İlki, Türkiye Cumhuriyeti'nin daha ilk yıllarından itibaren başka ülkelerden kendisine gelmiş olan akademisyenlere kapısının her daim açık olduğu vurgusudur. Bu ifade YÖK'ün hafızasında hala Alman akademisyenlere yapılan ev sahipliğinin izlerinin taze olduğuna işaret etmektedir. İkincisi, yükseköğretim sisteminin yabancı akademisyenlere ev sahipliği yapmasının arkasında, insani faktörlere ilaveten, bu öğretim üyelerinin ülkenin bilimsel, teknolojik ve ekonomik gelişimine katkı yapacakları beklentisi de vardır.

Nitekim YÖK Başkanının açıklmasını takiben, Mart 2022'de YÖK, Türkiye'de araştırma üniversitesi statüsündeki 20 devlet üniversitesinde, başvuru yapan Ukraynalı öğretim üyelerinin "yabancı uyruklu sözleşmeli öğretim elemanı" statüsünde istihdam edilebileceğine yönelik kararı yayınlanmıştır. Özellikle, mühendislik, nükleer fizik, tıp, veterinerlik vb. alanında mühim bir bilgi birikimi olan Ukraynalı akademisyenlerin istihdam edilecekleri üniversitelerin performanslarına mühim katkılarının olacağı düşünülmektedir (Bursa Hakimiyet, 2022).

Bu kapsamda, YÖK'ün de teşvikleri doğrultusunda, Ukraynalı akademisyenlere yönelik ilk çağrının İstanbul Üniversitesi'nden bazı fakültelerin ayrılması ile 2018 yılında kurulan İstanbul Üniversitesi – Cerrahpaşa tarafından yapılmış olması dikkate şayandır. Çünkü bahsi geçen üniversite, bundan yaklaşık 90 sene önce, İstanbul Üniversitesi adıyla benzer bir deneyim yaşamış ve bu süreçten oldukça müspet biçimde faydalanmıştır. Dolayısıyla, İstanbul Üniversitesi - Cerrahpaşa kurumsal hafızasında tuttuğu başarılı bir pratiği, günün şartlarına göre modifiye ederek tekrar hayata geçirmeye niyetlenmiş gibi görünmektedir. Üniversite bu davranışını meşruiyet kazanma arzusundan ziyade, büyük ölçüde rekabet gücünü arttırmak maksadıyla bir hamle olarak yapmış gibi de görünmektedir. İlaveten, bir istatistiğe göre, 2022 yılının Mart ayının sonlarında Türkiye'ye sığınmış 55 Ukraynalı sığınmacı akademisyen bulunmaktadır (Çakmakçı, 2022).

SONUÇ

Bu çalışmada bir sistemin "kendini kopyalama" davranışı ele alınmaktadır. Türk yükseköğretim sistemi geçmişte başarı ile tatbik ettiği, yabancı uyruklu mülteci akademisyenleri sisteme entegre etme davranışını kurumsal hafızasında tutarak tekrarlar gibi görünmektedir.

Bu çalışmanın mevcut "kendini kopyalama" yazınından bazı farklılıkları mevcuttur. Birincisi, mevcut yazın bireysel örgütler üzerinden kavramı ele alırken, bu çalışmada bir sistemin kendini kopyalama vakası ele alınmıştır. İkincisi, kendini kopyalama yazını ağırlıklı olarak bu davranışın örgütlerce meşruiyet kazanma arzusu ile sergilendiğine vurgu yapmaktadır. Öte yandan bu çalışmada kopyalamanın arkasındaki ana gayenin yükseköğretim sisteminin rekabet gücünü arttırmak olduğunu söylemek mümkün gibi görünmektedir.

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Financial Performance Measurement and Analysis of the World's Biggest-Sea Freight Carrier A.P. Møller - Maersk A/S Based on The Key Financial Ratios in the Period of 2018-2022

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ABSTRACT

Globalization in general was quite a famous word in the world. Globalization means the increasing interdependence and interconnected of Societies, Cultures, and of course Economies. That means it is easier to move across borders for free. The impact of Globalization on the world supply chain is significant, it increased complexity, and companies sourced their raw material, product, and parts from other countries and regions, and hence company like A.P Moller – Maersk AS was established and are today positioned as one of the biggest Sea Freight Carrier Company. The year 2020-2021 was the most challenging period for almost most businesses around the world, most businesses faced a significant drop in revenues, negative profitability, and what were worst many employees getting laid off as the impact of the Covid-19 Pandemic phenomena that never happened before, despite of that situation, the Sea Freight Carrier was experienced the opposite, there is significant growth in the revenue which impacted to the rose of their profitability margin.

Keywords: Financial Performance Analysis, Financial Ratio, Revenue Growth

INTRODUCTION

A.P. Møller – Mærsk AS, also known simply as Maersk, is a Danish shipping and logistics company founded in 1904 by Peter Mærsk Møller and Arnold Peter Møller. Maersk's business activities include shipping, port operation, supply chain management, and warehousing (Wikipedia, 2023)

A.P. Moller - Maersk AS (APMM) is a provider of transportation and logistics services. It operates shipping containers and ports through subsidiaries and affiliates. The company transports dry, refrigerated, and special cargo, conducts used container sales, and supports intermodal transport. APMM's key brands include Maersk Line, Damco, APM Terminals, Svitzer, Twill, Sealand, Hamburg Sud, Alianca, Maersk Container Industry, and Maersk Training. The company also manufactures dry containers and refrigerated containers. APMM serves energy, shipbuilding, retail, logistics, and manufacturing industries. The company has a presence in North America, Europe, the Middle East and Africa, and Asia-Pacific. APMM is headquartered in Copenhagen, Denmark. (GlobalData., 2023)

In the year of 2019, the Ocean Freight schedule reliability was above 75%, it was declining sharply when it comes to 2020 to below 50%, and it was becoming worst in the year of 2021, almost reaching 30% as the lowest point. In the year 2022, the trend was bouncing up back to a score above 55%

Despite the decline of the reliability score, the ocean freight carrier operation margin showed the other way around, it was only a single-digit percentage before 2019, becoming above 50% in the year 2021, rocketing high within the last 5 years.

LITERATURE REVIEW

Ocean Carrier

Ocean Carrier means the vessel operating carrier(s) (including the vessel or her owners) participating in the ocean transportation of Goods between ports of different countries (Insider, 2023)

Ocean Carrier Alliance

Figure 1: Ocean Carrier Alliances (DHL, 2023)

Over recent decades, the container shipping sector has seen a continuous process of consolidation and restructuring of relationships. This has included: horizontal consolidation, through mergers and acquisitions; vertical integration, through carriers investing in terminal operations and other logistics services; and strategic cooperation agreements in the form of carrier consortia and alliances. Over recent decades, the container shipping sector has seen a continuous process of consolidation and restructuring of relationships. This has included: horizontal consolidation, through mergers and acquisitions; vertical integration, through carriers investing in terminal operations and other logistics services; and strategic cooperation agreements in the form of carrier consortia and alliances. The largest carrier in 2022 was MSC with 17.3 percent of the market, followed by APM-Maersk (16.5), CMA CGM group (12.7), and COSCO Group (11.2). The fifth-largest, Hapag-Lloyd, had 6.8 percent (UNCTAD, 2022)

Sea Freight

Sea Freight is a method of transporting large amounts of goods using carrier ships. Goods are packed into containers and then loaded onto a vessel. A typical cargo ship can carry around 18,000 containers, which means that sea freight is a cost-efficient way to transport high quantities over large distances (SupplyChainDigital, 2020)

Type Of Containers

20FT DC

The 20ft DC container is a popular shipping option for dry cargo. It's standardized, made from steel or aluminum, and water-resistant so it can protect your contents during transport. Average Price: The average price of a 20ft DC is US$815 (Container-Xchange, 2022).

40FT DC

The 40ft DC container is the go-to if you need a safe way to transport your pallets. These standardized containers can take nearly 20 standard European Pallets (in one tier). People are even trading specific cargo such as clothes in these boxes. Average Price: The average price of a 40ft DC container is US$1,123 (Container-Xchange, 2022)

40FT HC

The world of shipping has seen a lot of changes since the introduction of 40ft high-cube containers (HC). These cargo boxes were created to replace older models that could only hold around 10% more material due to their larger size and weight limitations. The newer design is much simpler. It's making things easier for loading or unloading. It just depends on where you're located within your port facility – making this type perfect if there's limited space nearby. Nowadays people prefer using these lighter-weight alternatives because they're less cumbersome while still allowing us all necessary transportation.

Average Price: The average price of a 40ft HC container is US$2,560. (Container-Xchange, 2022)

Ocean Carrier Schedule Reliability

Schedule Reliability is a collection of market data that shows the sailing reliability of carriers globally (Xeneta, 2022)

Financial Statement Analysis

Three basic financial statements are the balance sheet, the income statement, and the cash flow statement. That information will be used for the analysis. All analyses involve comparisons, which is what makes them meaningful

Return on investment (ROI) is broadly defined as net income divided by investment. The term investment is used in three different senses in financial analysis, thus giving three different ROI ratios: return on assets, return on owners' equity, and return on invested capital. **(Robert N. Anthony, 2012)**

RESEARCH METHOD

Descriptive financial ratio analysis is the research method. The data are taken from the published Annual Report 2022 of A.P. Møller – Mærsk AS.

Table 1: Ratio Formula (Robert N. Anthony, 2012)

Name of Ratio	Formula	State Results as
Overall Performance Measures		
1. Price/earnings ratio	$\frac{\text{Market price per share}}{\text{Net income per share}}$	Times
2. Return on assets	$\frac{\text{Net income} + \text{Interest} (1 - \text{Tax rate})}{\text{Total asssets}}$	Percent
3. Return on invested capital	$\frac{\text{Net income} + \text{Interest} (1 - \text{Tax rate})}{\text{Long-term liabilities} + \text{Shareholders' equity}}$	Percent
4. Return on shareholders' equity	$\frac{\text{Net income}}{\text{Shareholders' equity}}$	Percent
Profitability Measures		
5. Gross margin percentage	$\frac{\text{Gross margin}}{\text{Net sales revenues}}$	Percent
6. Profit margin	$\frac{\text{Net income}}{\text{Net sales revenues}}$	Percent
7. Earnings per share	$\frac{\text{Net income}}{\text{No. shares outstanding}}$	Dollars
8. Cash Realization	$\frac{\text{Cash generated by operations}}{\text{Net income}}$	Times

Analysts are also interested in the growth rate of certain key items such as sales, net income, and earnings per share. These rates are often compared with the rate of inflation to see if the company is keeping pace with inflation or experiencing real growth. Common growth rate calculations include average growth rate and compound growth rate. Both involve looking at information over a period of years, typically 5 or 10. (Robert N. Anthony, 2012)

Return on Invested Capital (ROIC)

Invested capital (also called **permanent capital)** is equal to noncurrent liabilities plus shareholder's equity and hence represents the funds entrusted to the firm for relatively long

periods. ROIC focuses on the use of this permanent capital. It is presumed that the current liabilities will fluctuate more or less automatically with changes in current assets and that both will vary with the level of current operations. (Robert N. Anthony, 2012)
Invested capital is also equal to working capital plus noncurrent assets. This equivalency points out that the owners and long-term creditors of the firm must in effect finance the plant and equipment, other long-term assets of the firm, and the portion of current assets not financed by current liabilities. (Robert N. Anthony, 2012)

$$\text{Return on invested capital} = \frac{\text{Net income} + \text{Interest}\,(1 - \text{Tax rate})}{\text{Long-term liabilities} + \text{Shareholders' equity}}$$

Price/Earnings Ratio

The broadest and mostly used overall measure of performance is the **price/earnings** or **P/E, ratio:**

$$\frac{\text{Market price per share}}{\text{Net income per share}}$$

This measure involves an amount not directly controlled by the company: the market price of its common stock. Thus, the P/E ratio best indicates how investors judge the firm's future performance. (We say future performance because, conceptually, the market prices indicate shareholders' expectations about future returns, dividends, and share price increases, discounter to a present value at a rate reflecting the riskiness of the returns). Management, of course, is interested in this market appraisal, and a decline in the company's P/E ratio not explainable by a general decline in stock market prices is cause for concern. Also, management compares its P/E ratio with those of similar companies to determine the marketplace's relative rankings of the firms. (Robert N. Anthony, 2012)
P/E ratios for industries vary, reflecting differing expectations about the relative rate of growth in earnings in those industries. At times, the P/E ratios for virtually all companies decline because predictions of general economic conditions suggest that corporate profits will decrease and/or interest rates will rise (Robert N. Anthony, 2012)

Table 2: Industry Average PE/ ratio (Full:Ratio, 2023)

Industry	Average P/E ratio
Thermal Coal	3.14
Oil & Gas E&P	5.58
Residential Construction	6.22
Oil & Gas Refining & Marketing	7.34
Banks - Regional	7.84
Marine Shipping	7.84
Banks - Diversified	8.26
Department Stores	8.36
Steel	9.05
Recreational Vehicles	9.09

Some industries tend to have higher P/E ratios than others because they are expected to have higher growth potential and future earnings. On the other hand, industries with lower growth potential or with more mature companies tend to have lower P/E ratios. (Full:Ratio, 2023)

Profitability Ratios – Profit Margin

The profit margin is a measure of overall profitability. Some people treat this measure as if it were the most important single measure of performance. Critics of the social performance of a company or an industry, for example, may base their criticism on its relatively high-profit margin. This is erroneous. Net income, considered either by itself or as a percentage of sales, does not take into account the investment employed to produce that income. For example, utilities have a relatively high ROS, but their ROE is below average, reflecting the very large fixed asset base that a utility must finance. On the other hand, supermarkets have a low ROS, but their ROE is above average. This reflects the fact that (1) supermarkets do not have any accounts receivable to finance, (2) their inventory turnover is very rapid, and (3) many rent their premises, which, if they are operating leases, therefore do not appear as balance sheet assets; that is, their investment turnover is high.

RESULT AND DISCUSSION

Ocean Carrier Freight Rates

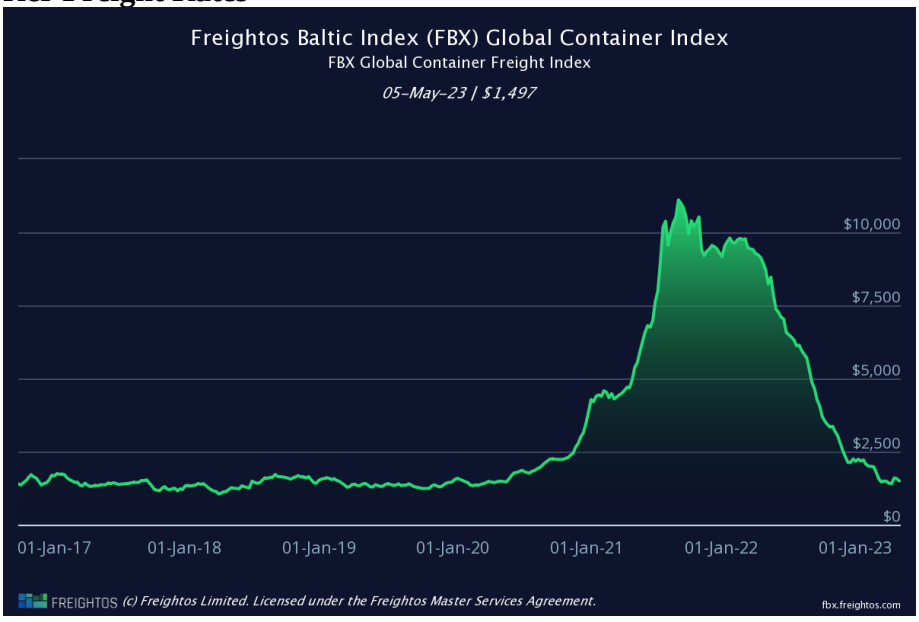

Figure 2: Global Container Index (Freightos, 2023)

The Global Container Freight Rates significantly rocketed in the year 2021, before 2020 the container rates average based on the Freightos index as we can see in Figure 2 is less than USD 2000 per container. The highest rate per container was more than USD 20.000 per container. It is 10 times higher than what it used to be. Today we can see that the freight rates are returning to the normal rates that we can see during the pre-pandemic situation

Carrier Schedule Reliability

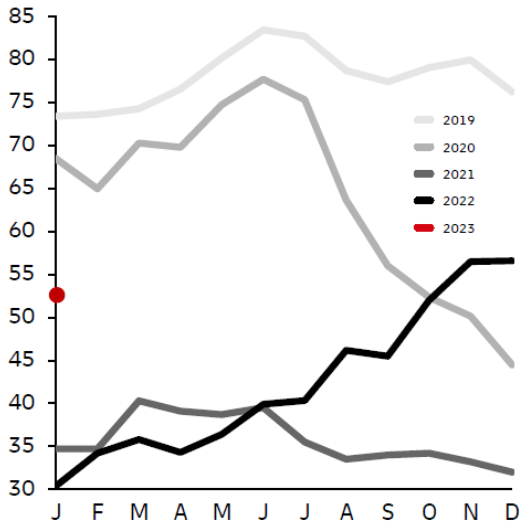

Figure 3: Carrier Schedule Reliability (%) (DHL, 2023)

Despite the rocketing of container freight rates, carrier schedule reliability is not the case. Most of the customers, unfortunately, need to experience lower satisfaction with the service but on the other hand, they are required to pay the cost more than before.

Schedule reliability on Ocean freight continued to improve in 2022 and despite challenging external factors, A.P. Moller - Maersk continues to implement contingency measures to keep reliability as high as possible. (Mærsk, 2022)

Global schedule reliability recorded a relatively sharp increase of 7.7 percentage points M/M in February 2023 and reached 60.2%, bringing it very close to the 2020 figure for the same month. (Kuehne+Nagel, 2023)

Carrier Financial Result 2022 and Financial Ratio Analysis (Revenue Growth, Profitability – EBIT Margin, ROIC)

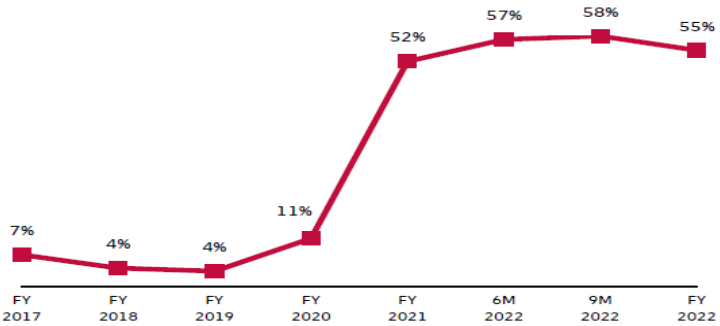

Figure 4: Top 10 Carrier Operating Profit Margin (DHL, 2023)

From Figure 4, we can see that the Top 10 Carrier Operating Profit Margin is always below the line of two digits, in the year 2020 it's going up to the level of 11%, significantly rocketing high up to above 50% since the year of 2021 and maintained until today.

Table 3: Carrier Financial Results 2021-2022 (US$ Million) (DHL, 2023)

	Revenue			Operating Profit			Operating Profit Margin		Net Profit		
Carrier	**2021**	**2022**	**%**	**2021**	**2022**	**%**	**2021**	**2022**	**2021**	**2022**	**%**
Maersk Group [7]	42'734	64'499	51%	21'432	33'770	58%	50.2%	52.4%	18'033	29'321	63%
CMA CGM [2]	45'290	58'950	30%	22'069	31'640	43%	48.7%	53.7%	17'894	24'800	39%
COSCO SHIPPING Holdings [5], [8]	33'317	41'588	25%	14'409	20'940	45%	43.2%	50.4%	10'471	13'580	30%
ONE [3]	21'665	24'640	14%	12'782	14'762	15%	59.0%	59.9%	11'648	13'788	18%
Hapag-Lloyd	25'263	36'956	46%	12'309	20'786	69%	48.7%	56.2%	10'304	18'233	77%
Evergreen Marine Corp. [1], [6]	17'643	20'424	16%	10'269	12'204	19%	58.2%	59.8%	9'485	11'271	19%
HMM	10'877	13'707	26%	6'142	7'811	27%	56.5%	57.0%	4'483	7'712	72%
Zim	10'729	12'562	17%	6'596	7'532	14%	61.5%	60.0%	4'649	4'629	0%
Yang Ming[1]	12'029	12'239	2%	7'332	7'186	-2%	61.0%	58.7%	5'970	5'894	-1%
Wan Hai[1]	8'220	8'432	3%	4'603	3'840	-17%	56.0%	45.5%	3'728	3'032	-19%
Average [4]			**32%**			**37%**	**52.5%**	**54.8%**			**41%**

From Table 3 we can see Maersk Group as the biggest revenue generation company increased their revenue by 51%, the operating profit increased by 58%, the operating profit margin the level by 52.4% and the net profit increased by 63%. (Mærsk, 2022) . From the top 10 carriers globally, almost all of the carriers experiencing an increase in their net profit, except for the Asian-based carrier company, Zim, Yang Ming, and Wan Hai which is facing minus net profit at the end of the financial year 2022

Table 4: Five-year summary of A.P. Møller – Mærsk AS (Mærsk, 2022)

Income statement	2022	2021	2020	2019	2018[1]
Revenue	81,529	61,787	39,740	38,890	39,257
Profit before depreciation, amortisation and impairment losses, etc. (EBITDA)	36,813	24,036	8,226	5,712	4,998
Depreciation, amortisation and impairment losses, net	6,186	4,944	4,541	4,287	4,756
Gain on sale of non-current assets, etc., net	101	96	202	71	166
Share of profit/loss in joint ventures and associated companies	132	486	299	229	1
Profit before financial items (EBIT)	30,860	19,674	4,186	1,725	409
Financial items, net	-629	-944	-879	-758	-766
Profit/loss before tax	30,231	18,730	3,307	967	-357
Tax	910	697	407	458	398
Profit/loss for the year – continuing operations	29,321	18,033	2,900	509	-755
Profit/loss for the year – discontinued operations[1]	-	-	-	-553	3,787
Profit/loss for the year	29,321	18,033	2,900	-44	3,032
A.P. Møller - Mærsk A/S' share	29,198	17,942	2,850	-84	2,985
Underlying profit/loss – continuing operations	29,703	18,170	2,960	546	-61
Balance sheet					
Total assets	93,680	72,271	56,117	55,399	62,690
Total equity	65,032	45,588	30,854	28,837	33,205
Invested capital	52,410	44,043	40,121	40,555	49,255
Net interest-bearing debt	-12,632	-1,530	9,232	11,662	14,953
Cash flow statement					
Cash flow from operating activities	34,476	22,022	7,828	5,919	4,442
Capital lease instalments – repayments of lease liabilities	3,080	2,279	1,710	1,291	1,484
Gross capital expenditure, excl. acquisitions and divestments (CAPEX)	4,163	2,976	1,322	2,035	3,219
Cash flow from financing activities	14,135	7,900	5,618	4,800	8,080
Free cash flow	27,107	16,537	4,648	2,340	-295

Financial ratios[2]	2022	2021	2020	2019	2018[1]
Revenue growth	32.0%	55.5%	2.2%	-0.9%	25.9%
EBITDA margin	45.2%	38.9%	20.7%	14.7%	12.7%
EBIT margin	37.9%	31.8%	10.5%	4.4%	1.0%
Cash conversion	94%	92%	95%	104%	89%
Return on invested capital after tax – continuing operations (ROIC)	60.4%	45.3%	9.4%	3.1%	0.2%
Equity ratio	69.4%	63.1%	55.0%	52.1%	53.0%
Underlying ROIC	61.2%	45.7%	9.6%	3.2%	1.8%
Underlying EBITDA	36,843	24,036	8,324	5,790	5,076
Underlying EBITDA margin	45.2%	38.9%	20.9%	14.9%	12.9%
Underlying EBIT	31,244	19,808	4,231	1,761	1,078
Underlying EBIT margin	38.3%	32.1%	10.6%	4.5%	2.7%
Stock market ratios					
Earnings per share – continuing operations, USD	1,600	941	145	23	-37
Diluted earnings per share – continuing operations, USD	1,595	938	145	23	-37
Cash flow, operating activities per share, USD	1,889	1,155	399	288	214
Dividend per share, DKK	4,300	2,500	330	150	150
Dividend per share, USD	623	381	55	22	23
Share price (B share), end of year, DKK	15,620	23,450	13,595	9,608	8,184
Share price (B share), end of year, USD	2,242	3,576	2,246	1,439	1,255
Total market capitalisation, end of year, USDm	39,135	64,259	41,957	28,000	25,256
Environmental and social data					
Ocean: Reduction in carbon intensity (EEOI) by 2030 (2020 baseline)[2]	-7%	-6%	0%	-	-
Fatalities	9	4	1	5	7
Lost-time injury frequency (LTIF)	0.90	0.93	1.22	1.16	1.29
Women in leadership (% based on headcount)	26%	22%	21%	20%	19%

Definition of terms. → See page 141.

1 The Maersk Oil transaction was closed in March 2018, and Maersk Drilling was demerged in April 2019. Following the classification of these businesses as discontinued operations, they were presented separately on an aggregated level in the income statement, balance sheet and cash flow statement.

2 When launching the ESG strategy in 2022, a new and more ambitious target for 'Reduction in carbon intensity (Ocean) by 2030' (2020 baseline) was set. This KPI replaces the 'Relative CO_2 reduction (percentage vs. 2008 baseline)', which is a similar metric with a different baseline that the company has previously reported on. → See the 2022 Sustainability Report.

2022 is the all-time high EBIT margin for the last 5 years. Ocean profitability reached historically high levels during 2022, primarily driven by exceptionally high average freight rates. The operational and supply chain disruptions that impacted most of 2021 gradually abated over the year, as congestions and COVID-19-related restrictions eased. Subsequently, schedule reliability also improved during the second half of the year. (Mærsk, 2022).

The Financial Ratio Analyst, in 2018 the revenue growth is 25%, when it comes to 2019 it's declined to be -0.19%. 2020 slightly increased to the level of 2.2%. It's significantly rocketing high to the level of 55.5% where it's the peak of the period of 2018-2022 even though the

tendency seems to decrease when we see the ratio of 2022. EBIT Margin was only one digit in the year 2018 and 2019, it is doubling up in the year 2020 to the level of 10.5%, tripling up to the level of 31.8% in the year 2021, and still, climbing up to the level of 37.9% in the year of 2022. The same pattern also happened with the ROIC ratio, where it was in the single digit in 2018 and 2019, 9.4% in 2020, 45.3% in 2021, and 60.4% in the year of 2022. Despite the significant revenue growth, there is still a difference with the EBIT Margin percentage which is not as high as the revenue growth margin in the year 2021. Most likely it happened due to the increase in operational costs where the industry faced many challenges such as the lockdowns in many places which impacting to the limitation of manpower availability, the Suez Canal incident, and also the impact of the Ukraine-Russian war. When it comes to the Earning per share it is also growing from where it was -37 in 2018, growth to 23 USD in 2019, inclining to 145 USD in 2020, rocketing to 941 USD in 2021, and keep climbing up to 1600 USD in 2022.

$$\text{Price / Earnings Ratio} = \frac{\text{Market Price/share}}{\text{Net Income/share}}$$

$$\text{PER 2018} = \frac{1255 \text{ USD}}{-37 \text{ USD}} = -33.9$$

$$\text{PER 2019} = \frac{1439 \text{ USD}}{23 \text{ USD}} = 62.59$$

$$\text{PER 2020} = \frac{2246 \text{ USD}}{145 \text{ USD}} = 15.48$$

$$\text{PER 2021} = \frac{3576 \text{ USD}}{941 \text{ USD}} = 3.8$$

$$\text{PER 2022} = \frac{2242 \text{ USD}}{1600 \text{ USD}} = 1.4$$

In 2018, Maersk PER is higher than the Industry average for the Marine Shipping Industry, with an Average P/E ratio of 7.84. In 2019 coming to a score of 62.59, in 2020 going down to a score of 15.48, and since 2021 it's already below the Industry average, with a score of 3.8 and in 2022, it is very low compared to the industry, in the score of 1.4. It is the signal now Maersk is coming to the level of its maturity, the interesting question is what is the future, is it possible for them to be even better, or it is a challenge for Maersk now to maintain its good position in the coming future?

Market Development

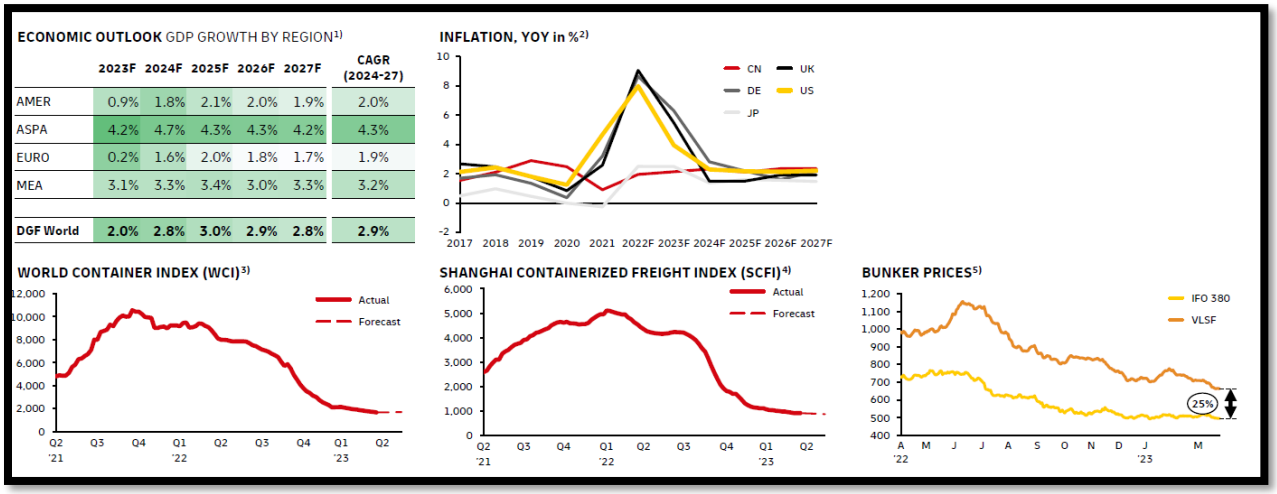

Figure 5: Market Development Figures (Outlook, Inflation, WCI, SCFI, Bunker (DHL, 2023)

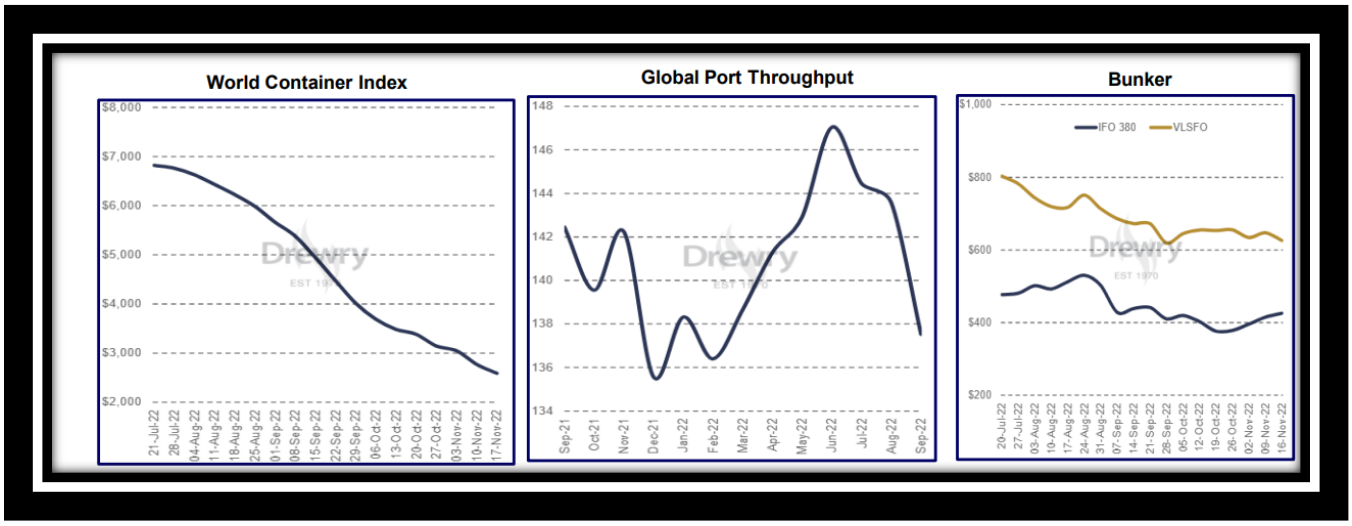

Figure 6: Market Development Figures (WCI, GPT, Bunker) (Logistics, 2022)

With rates returning to pre-pandemic levels, capacity to the U.S. East Coast appears too high to offset rate declines. According to Sea-Intelligence Maritime Analysis, November vessel capacity in the region was 19.5% above November 2019 levels, with December capacity running even higher, at 37.7% above the same month in 2019. (Logistics, 2022)

The Shanghai Containerized Freight Index dropped 54.2% during Q3. TPEB rates to the U.S. West Coast were down 67.3% last quarter. U.S. imports from Asia were reportedly down 11%, but congestion also played a role, with the number of ships waiting to enter Los Angeles or Long Beach down to fewer than ten. (The record high was 109 vessels queued in January 2022. (Logistics, 2022)

Nonetheless, the second half of 2022 started to see an impact of increasing inflation, inventory correction, and risk of recession, resulting in declining consumer demand and, consequently, loaded volumes decreased by 8.9% over the year compared to 2021. Average loaded freight rates for the year were exceptionally high and increased by 39% compared to 2021, mainly driven by contract rates. Freight rates started to decline towards the end of the year, largely driven by shipment rates. Unit cost at fixed bunker increased by 16%, largely due to higher network costs and container handling costs, primarily driven by higher slot charter costs and

empty container costs. Utilization decreased slightly to 89% in 2022, due to a decline in demand. (Mærsk, 2022)

Rates declines seem to have bottomed out. Several GRI efforts by carriers showed some short-lived traction on smaller trades. Difficult choices for carriers are ahead –very different strategies by different carriers. MSC will start to strongly position itself for the post-2 M environment. ONE, COSCO, Hapag-Lloyd, and MSC have large capacity increases in 2023. HMM is no longer obligated by the Korean government to protect Korean national shippers and is positioning itself ahead of their capacity increases in 2024. Carriers will start to deploy additional capacity in the Intra Asia market to absorb capacity. (Kuehne+Nagel, 2023)

Operational issues will be increasingly influenced by carrier decisions to reduce costs. Carriers will have to substantially reduce costs and increase their load factors due to high fuel costs. Schedule disruptions are likely to be caused by voyage cancellations due to volumes as well as operational disruption. Supply Chain disruptions can be expected but unplannable. (Kuehne+Nagel, 2023)

While 2022 was another record year for container carriers the last quarter of 2022 already showed signs of weakness and the end of a period in which freight rates have been extremely favorable for the sector. Therefore, when carriers posted their record results for 2022, they warned that the current year would be very different. (DHL, 2023)

CONCLUSION AND RECOMMENDATIONS

Conclusion:

1. Container price rates increased approx. 300% from the cost level of USD 2500 per container to the level of USD 10000 per container based on the Freightos Global Container index

2. Container schedule reliability was at a level above 70% before the pandemic, going down to the level of 30% when the pandemic hit, and now rising back to a level above 60%

3. Top 10 carrier operation margin was always in the single digit, turning to the double-digit up to the level of above 50% since 2021

4. From the top 10 carriers globally, almost all of the carriers experiencing an increase in their net profit, except for the Asian-based carrier company, Zim, Yang Ming, and Wan Hai which is facing minus net profit at the end of the financial year 2022

5. In 2018. Maersk's revenue growth is 25%, when it comes to 2019 it declined to -0.19%. 2020 slightly increased to the level of 2.2%. It's significantly rocketing high to the level of 55.5% where it's the peak of the period of 2018-2022

6. EBIT Margin was only one digit in the year 2018 and 2019, it is doubling up in the year 2020 to the level of 10.5%, tripling up to the level of 31.8% in the year 2021, and still, climbing up to the level of 37.9% in the year of 2022.

7. ROIC ratio was in the single digit in the year of 2018 and 2019, 9.4% in the year of 2020, 45.3% in the year of 2021, and 60.4% in the year of 2022.

Moving forwards future trends 2023 – 2027 :

8. Economic outlook GDP growth at the level of 2.9% for the period of 2023-2027

9. Inflation tendency seems going down from 2023 to 2027

10. Containerized freight index seems back to the normal rates pre-covid19 pandemic level

11. Freight rates started to decline towards the end of the year, largely driven by shipment rates

12. Utilization decreased slightly to 89% in 2022, due to a decline in demand

13. Difficult choices for carriers are ahead –very different strategies by different carriers. MSC will start to strongly position itself for the post-2 M environment. ONE, COSCO, Hapag-Lloyd, and MSC have large capacity increases in 2023.

14. Carriers will start to deploy additional capacity in the Intra Asia market to absorb capacity

15. Operational issues will be increasingly influenced by carrier decisions to reduce costs. Carriers will have to substantially reduce costs and increase their load factors due to high fuel costs

16. While 2022 was another record year for container carriers the last quarter of 2022 already showed signs of weakness and the end of a period in which freight rates have been extremely favorable for the sector

Recommendations:

Moving forwards to the next period 2023 – 2017, carriers need to sharpen their strategy to maintain a good profitability level. Demand is declining when on the other hand freight rates are also on a declining trend, which means the growth of revenues like what we can see in the past 5 years seems likely to not happen. Despite the unfavorable situation explained before, still, the positive signal showed by the economic GDP growth and the inflation tendency seems coming in a good trend, therefore, to maintain the company's profitability, here are some recommendations to be taken by the carriers:

1. Streamline the operational process within the internal organization, this is to help the company to reduce their cost. Not only that, external stakeholders like suppliers also need to be supportive to reduce their cost

2. Improvement activity internally, like strengthening the operations planning and control with the right scheduling, increasing the performance for the result of better carrier schedule reliability, at least the result need to be back to the level of above 70% like what it used to be level before the pandemic

3. Increase the capacity by investing in new vessels, after enjoying the extremely favorable revenue growth and EBIT margin, suggested the company invest and increase their capacity, doing so will help the company to gain more revenue

4. Investing more and develop in the new business line which already enters recently, such as Air Freight Industry and Freight Forwarder business, by doing so with focusing and developing the new business line, the possibility to generate revenue is high

5. Acquiring the competitor, it's common in the logistics industry nowadays, especially in the freight forwarding business to take over the competitor, doing so will generate revenue as well as good for internal improvement by taking advantage of the competitor, in this case, the most recommended company to acquire is Evergreen Marine Corp, an Asian based carrier company, with a good profitability result based on the 2022 financial performance, can completed Maersk portfolio which is the European based company, hence Maersk can be more strong for the Intra Asian Trade lanes

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Financial Distress Analysis for Garuda Indonesia Uses the Altman Z-Score Method in the 2018-2022 Period

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ABSTRACT

Garuda Indonesia is one of the largest airlines in Indonesia that has been facing potential bankruptcy since 1998. The main problem that caused Garuda Indonesia to experience bankruptcy was the large debt burden it had and the coronavirus pandemic in 2020 caused Garuda Indonesia to experience a financial crisis. This study aims to analyze the bankruptcy tendency of Garuda Indonesia during the 2018-2022 period using the Altman Z-Score method. The analysis method used this model, which is an analysis that takes into account the value of the combination of the company's financial ratios using a multivariant discriminant equation in showing the level of bankruptcy tendency of the company. The data used in financial reports that have been published on the Garuda Indonesia through the website (https://www.garuda-indonesia.com/) in the first quarter of 2018 – the third quarter of 2023. The variables used in the analysis using the Altman Z-Score method include Working Capital to Total Asset, Retained Earnings to Total Asset, EBIT to Total Asset, Market Value of Equity to Book Value of Debt, and Sales to Total Asset. Through this study, it can be concluded whether the company was potentially to be bankrupt. Based on the results using the Altman model, it shows that Garuda Indonesia is experiencing financial difficulties. This can be seen from the acquisition of the Z-Score value in the 2018-2021 period which is below the cut-off point <1.10. The results in 2022 show that Garuda Indonesia can make significant changes, such as maximizing the company's revenue.

Keywords: Altman Z-Score, Airline Industry, Financial Ratios, Financial Distress

INTRODUCTION

One of the main motivations for starting a business is profit. To achieve this goal, a solid business planning and management strategy is necessary, however, even with great planning and management, some risks could cause a corporation to lose money (Seto, 2022). Financial difficulty (also known as financial distress) that results from the company's failure to fulfill its payment obligations typically leads to bankruptcy (Ningsih & Fitri Permatasari, 2018). Both external and internal variables might have an impact on a company's bankruptcy. Natural disasters and the state of the economy are examples of external influencing variables. Internal issues, such as a shortage of staff and a lack of coordination among the management of the organization, can also have an impact in addition to external ones (Yunus et al., 2018). The potential for bankruptcy or insolvency in the company will cause concern for both internal and external parties of the company.

Analysis of the company's financial statements from prior years can be done as one method by the management of the company to gauge the financial condition (Fau, 2021). A review of the financial statements can separate shareholder profitability from operations from loans to financial activities. Additionally, financial statement analysis that separates leverage in financing from leverage in operations identifies variations in current and future profitability between organizations. Ratio analysis is a popular tool used by financial analysts to evaluate the performance of businesses (Daryanto, et al., 2021).

Garuda Indonesia is one of the firms in Indonesia that has allegedly filed for bankruptcy. Garuda Indonesia is a commercial airline in Indonesia, established on January 26, 1949 (Akyuwen, 2011). In 2018, Garuda Indonesia made a restatement due to the lack of accounting standards in the previous statement. Garuda recorded a loss in the restatement of the financial statements, not a profit as had been previously stated. The airline lost US$ 175 million, or the equivalent of Rp 2.45 trillion (at an exchange rate of IDR 14,004/US$), as a result of the information being disclosed on the Indonesia Stock Exchange (IDX) following adjustments (Ichsan Siregar et al., 2020). The data for current assets, liabilities, and profit/loss for Garuda Indonesia in the 2015-2019 period shows in **Table 1**.

Table 1: Financial Statement Garuda Indonesia for the 2015-2019 period

	Current Asset (USD)	Liabilities (USD)	Profit/Loss (USD)
2015	1,007,848,005	2,359,287,801	77,974,161
2016	1,165,133,302	2,727,672,171	9,364,858
2017	986,741,627	2,825,822,893	-213,389,678
2018	1,079,945,126	3,515,668,247	-228,889,524
2019	1,133,892,533	3,735,052,883	6,457,765

Source : Garuda Indonesia, 2023

Moreover, according to Fau (2021) in 2016 the net profit earned by PT Garuda Indonesia (Persero) Tbk in the amount of $ 9,364,858, while in 2017 it suffered a loss of $ -(213,389,678), then in 2018 experienced a greater loss than the previous year of $ -(228,889,524), and in 2019 managed to earn a profit of $ 6,457,765, but in 2020 Garuda Indonesia experienced a very significant loss of $ -(1,091,697,373). In 2020, which was published on the Indonesia Stock Exchange (IDX), Garuda Indonesia recorded a loss of up to US$ 1.07 billion or around Rp 15.2

trillion (exchange rate of 14,227/US$). The loss was recorded in the company's third-quarter financial report (Affandi & Meutia, 2021).

Based on research conducted by Yoseph (2012), the study of the Altman Z-Score model and the Springate Zmijewski model is frequently used to assess financial distress . In this study, the method chosen for identifying financial distress in Garuda Indonesia is the Altman Z-Score. Working capital, Retained Earnings, Earnings Before Interest and Taxes, Market Value of Equity, and Sales as a ratio of total assets, known as the Altman Z-score, are some of the metrics Altman (1968) presented to evaluate a company's financial health. This model, which can still be used to determine a company's financial health, also acts as a guide for determining when a corporation will file for bankruptcy (Sugeng & Daryanto, 2021).

There are several studies about the Altman Z-Score method for detecting financial distress in Garuda Indonesia, including Affandi & Meutia (2021), Fau (2021), Siregar et al (2020), and Daryanto (2018). The study conducted by Fau (2021) assessed the tendency of Garuda Indonesia to go bankrupt using the Altman Z-Score model during the 2016-2020 period. However, this study detects the possibility of bankruptcy at Garuda Indonesia in the 2018-2022 period.

1. LITERATURE REVIEW

1.1 Financial Distress

Financial distress occurs when a company's liabilities surpass its assets, and it typically results from undercapitalization, a lack of sufficient cash on hand, improper resource use, ineffective management of all activities, declining sales, and unfavorable market conditions. Financial distress is a poor cash flow condition in which a business experiences deadweight losses but is not insolvent (Panigrahi, 2019). Financial hardship exists before bankruptcy. In general, bankruptcy is regarded as a state or circumstance in which businesses fail or are no longer able to fulfill their obligations to the debtor due to a lack of resources (Ningsih & Fitri Permatasari, 2018). Financial distress prediction can assist investors in assessing the financial risks posed by businesses and selecting investment projects sensibly on their risk preferences and regulators in timely understanding each company's financial situation, effective management, and upholding the stability of the financial market (Qian et al., 2022). Economic issues, poor management, and natural disasters are the root causes of financial crises. Financial troubles will be a result of the company's operational failure (Sudana, 2011).

1.2 Financial Ratio

The process of identifying significant operating and financial aspects of an organization's accounting data and financial statements is known as financial ratio analysis (Ningsih & Fitri Permatasari, 2018). According to Vintila (2004), traditional univariate analysis of bankruptcy risk is based on financial ratios and includes an examination of the company's performance and risks at the operating and financial levels of activity. This kind of study frequently employs ratios that gauge profitability, liquidity, self-financing capabilities, debt, and the ability to pay interest and repay debts (Maricica & Georgeta, 2012).

1.3 Financial Statement

Financial statements are the company's financial reporting process which is reported periodically which includes balance sheets, income statements, reports on changes in financial position, notes on financial reports, and other reports (Ikatan Akuntan Indonesia, 2015). Financial reports are usually made per period, for example, three months or six months depending on the internal interests of the company itself, while broader reports are made once a year (Affandi & Meutia, 2021).

1.4 Altman-Z-Score Model

In a Google study conducted on April 5, 2016, the prediction model given by Altman Z-Score (AZS) has been playing a leading role, obtaining up to 11,000 citations and 75–90% dependability (Ko et al., 2017). The Altman Z-Score method is a score determined from a standard calculation of financial ratios that will indicate the level of probability of a company's bankruptcy (Fau, 2021). The Z-score measures a company's financial health by taking into account several variables from balance sheets and corporate income statements (Panigrahi, 2019).

2. RESEARCH METHOD

Data collection in this study using secondary data. The data collected from Garuda Indonesia financial reports for the 2019-2022 period through pages https://www.garuda-indonesia.com and https://finance.yahoo.com/. The data was collected involving documentation and a literature study.

The method used in this research is a quantitative and descriptive method to utilize the Altman Z-Score to anticipate the onset of the financial crisis. This method of research is conducted to determine the value of the independent variable, either one or more variables without making comparisons or connecting with other variables (Fau, 2021). The descriptive method approach is a technique that can be used to clarify issues with question formulation about independent variables, whether just one or more (Sugiyono, 2013).

The Altman Z-Score model is measured using the following formula (Seto, 2022):

$$Z = 0{,}717X_1 + 0{,}847X_2 + 3{,}107X_3 + 0{,}420X_4 + 0{,}988X_5$$

Where:
X_1: Working Capital / Total Assets
X_2: Retained Earning / Total Assets
X_3: Earning Before Interest and Tax / Total Assets
X_4: Market Value Equity / Book Value of Total Debt
X_5: Sales / Total Assets

The criteria for bankruptcy according to Munawir (2011) are as follows:

1. Z-Score > 2.60 is categorized as a very healthy company that is not experiencing financial difficulties.

2. 1.10 < Z-Score < 2.60 is in the gray area so it is categorized as a company that has financial difficulties, but the possibility of being saved and the possibility of going bankrupt are equally dependent on the decisions of the company's management as decision-makers.
3. Z-Score < 1.10 is categorized as a company that has enormous financial difficulties and is at high risk so the probability of bankruptcy is greater.

THE VARIABLES

2.1 Working Capital / Total Assets

Working capital is another term for net working capital. The meaning of net working capital is the difference between the company's total assets and liabilities in a certain period (Fau, 2021). Working capital is crucial to businesses because it can show how well they manage their finances. The situation of the company can be deemed healthy if the gap between its short-term assets and debt is growing. On the other hand, if the total amount of debt exceeds the asset ceiling to the point that the nominal working capital is negative, the business is in danger.

$$X_1 = \frac{\text{Working Capital (Current Assets} - \text{Current Liabilities)}}{\text{Total Assets}}$$

2.2 Retained Earnings / Total Assets

The company's retained earnings are both an operational and non-operational activity. Although the corporation keeps its revenues, this cash will still be required in the future. Retained earnings can still be distributed to shareholders or used to grow the company in the future. An example of retained earnings is for funds to pay debts, operational activities, to the development of the company's business in the future (Altman, et al, 2017). When retained earnings are low, a corporation must raise money from other sources, such as debt or capital from shareholders.

$$X_2 = \frac{\text{Retained Earning}}{\text{Total Assets}}$$

2.3 Earning Before Interest and Tax / Total Assets

EBIT, or earnings before interest and taxes, is a measure of how profitable a business is. Revenue less expenses, without taxes and interest, is EBIT. Other names for EBIT are operating earnings, operating profit, and profit before interest and taxes. If the ratio is high, it shows the company can utilize its assets to generate profits (Ningsih & Fitri Permatasari, 2018).

$$X_3 = \frac{\text{Earning Before Interest and Tax}}{\text{Total Assets}}$$

2.4 Market Value Equity / Book Value of Debt

The market value of equity is calculated by dividing the company's share price by the total number of outstanding shares, which includes both common stock and preferred stock. Market value is the total dollar value of a company's equity, commonly referred to as its market capitalization. The number of outstanding shares multiplied by the current share price yields

the market value of the equity. Moreover, the book value of debt is the total amount the company owes, which is recorded in the company's books.

$$X_4 = \frac{\text{Market Value of Equity}}{\text{Book Value of Debt}}$$

2.5 Sales / Total Asset

This ratio is used to measure management's ability to face competitive conditions. In addition, it is also part of the activity ratio. This ratio measures the efficiency of changes in the use of its total assets to generate sales (Fau, 2021). Altman views this ratio as a measure of a company's ability to face competitive conditions. The higher the ratio the better the company utilizes its assets to generate sales.

$$X_5 = \frac{\text{Sales}}{\text{Total Assets}}$$

Indicator	Year				
	2018	2019	2020	2021	2022
X_1	-0.476	-0.507	-0.348	-0.759	-0.141
X_2	-0.201	-0.151	-0.302	-0.255	-0.590
X_3	-0.068	0.011	-0.240	-0.630	0.631
X_4	0.372	0.350	0.104	0.100	0.106
X_5	1.042	1.026	0.138	0.185	0.336

3. RESULTS AND DISCUSSION

3.1 Results

Analysis of the level of bankruptcy at Garuda Indonesia in 2018-2022 uses the Altman Z-Score method which has five variables, including Working Capital to Total Assets, Retained Earnings to Total Assets, EBIT to Total Assets, Market Value of Equity to Book Value of Debt, and Sales to Total Assets. The results of calculations using these five variables are in **Table 2.**

Table 2: Analysis Results Using Altman Z-Score Variables

Source: Processed Data, 2023

The calculation of the five variables is obtained by calculating the ratio of each indicator which will show the results of the Altman Z-Score and indicate the level of bankruptcy at Garuda Indonesia. The results of the Altman Z-Score calculation show that in the 2018-2020 period, Garuda Indonesia has a value of <1.01. This shows that Garuda Indonesia is a company that has financial difficulties and has the potential to bankrupt. In 2018, Garuda Indonesia's Altman Z-Score was 0.885. Whereas in 2019 Garuda Indonesia's Altman Z-Score was 0.704, which means that this result has decreased by 0.181 compared to the previous year. In 2020, Garuda Indonesia has an Altman Z-Score of -1.07, and in 2021 of -2,492. Meanwhile, in 2022 Garuda Indonesia's Altman Z-Score was 1.735 which is in the gray area and has a significant increase compared to the previous year. This shows that there is progress in the company's financial condition and can avoid bankruptcy in the following year.

Year	Altman Z-Score	Interpretation
2018	0.885	A company that has enormous financial difficulties and is at high risk so the probability of bankruptcy is greater.
2019	0.704	A company that has enormous financial difficulties and is at high risk so the probability of bankruptcy is greater.
2020	-1.07	A company that has enormous financial difficulties and is at high risk so the probability of bankruptcy is greater.
2021	-2.492	A company that has enormous financial difficulties and is at high risk so the probability of bankruptcy is greater.
2022	1.735	The company is in the gray area so it is categorized as a company that has financial difficulties, but the possibility of being saved and the possibility of going bankrupt are equally dependent on the decisions of the company's management decision-makers.

Table 3: Results Analysis of Altman Z-Score Method for Garuda Indonesia in the 2018-2020 period.

Year	Indicator					Altman Z-Score
	X1	X2	X3	X4	X5	
2018	-0.341	-0.170	-0.211	0.156	1.029	**0.885**
2019	-0.363	-0.127	0.034	0.147	1.013	**0.704**
2020	-0.249	-0.255	-0.745	0.043	0.136	**-1.07**
2021	-0.544	-0.215	-1.957	0.042	0.182	**-2.492**
2022	-0.101	-0.499	1.960	0.044	0.331	**1.735**

Source: Processed Data by Author, 2023

Table 4: Interpretation of Altman Z-Score results for Garuda Indonesia in 2028-2022.

Source: Processed Data by Author, 2023

3.2 Discussion

1. Ratio X_1 (Working Capital / Total Assets)

Based on the results of calculating the ratio in **Table 2**, it shows that in 2018 – 2022 the value is negative. Decreasing and increasing this ratio every year tends to be unstable. Instability in this ratio indicates that there is a deficit in Garuda Indonesia's finances. This ratio is used to measure Garuda Indonesia's ability to meet its short-term obligations and to measure the level of asset liquidity. According to Wardah (2020) states that a working model that has a positive value shows the company's ability to pay its bills, whereas if a company has negative working capital, the company will experience difficulties in fulfilling its obligations.

A significant increase in this ratio will occur in 2022 with a value of -0.141. The expansion in current and non-current assets, cash and cash equivalents, trade receivables, inventory, advances and prepaid expenses, aircraft maintenance funds, and security deposits were the causes of the increase. According to Putri (2018) that total assets have a positive and significant influence on net income.

2. Ratio X_2 (Retained Earnings / Total Assets)

According to the findings of calculating this ratio, Garuda Indonesia received a negative value for the X_2 ratio for the years 2018 to 2022, indicating a deficit in the total retained earnings for that period. This indicates that the ability of its assets to earn retained earnings is very low due to the income or profit received is not able to cover the expenses that must be borne during that period. The decrease that occurred in 2022 from 2021 was caused by a decrease in net income and in the total comprehensive profit (loss) that can be distributed to owners of the parent entity or non-controlling interests which have decreased every year. In addition, the pandemic is another aspect that has contributed to a decline in net profit in 2020 and 2021.

3. Ratio X_3 (Earning Before Interest and Tax / Total Assets)

Based on the ratio calculation in **Table 2**, Garuda Indonesia has negative ratio values in 2018, 2020, and 2021 of -0.068, -0.240, and -0.630. A negative value on EBIT indicates Garuda Indonesia's profit experienced a fairly high deficit in that year. This shows that the company's management is still not able to manage all of its assets effectively in generating profits, where the operating profit achieved by the company can be seen that operating costs cannot record its business profit and loss. Meanwhile, in 2019 it had a positive ratio value of 0.011 and in 2022 it had a significant increase of 0.631. This increase indicates that there is an improved operational and financial performance.

4. Ratio X_4 (Market Value Equity / Book Value of Debt)

Based on **Table 2**, Garuda Indonesia's market value ratio during the 2018-2022 period has decreased. The highest decline in market value occurred in 2020 at 0.246 from 0.350 in 2019. This indicates that this company has accumulated debt that is greater than its capital which always decreases every year. This affects the company's stock price, changes in stock prices are influenced by the company's performance as measured by the company's health level, if the company's performance is good, the company's value will be high. Equity's market value

reflects how stakeholders and company actors are rated. This figure will increase and affect the Altman Z score if the company's fundamental performance improves. This value is better if the equity value or market value growth is greater than the liability because a higher liability shows that the company's liabilities are more significant than its capital (Sugeng & Daryanto, 2021).

5. Ratio X_5 (Sales / Total Asset)

This ratio measures the extent to which the company's management can use all of its total assets in generating the company's income through the operations. Based on the calculation of the ratio in **Table 2**, Garuda Indonesia has decreased every year. This happened because Garuda Indonesia was not optimal in managing the assets owned by the company. PT Garuda Indonesia Tbk has not been able to manage all of its assets optimally in increasing and maximizing the company's revenue. This decrease in revenue was caused by a decrease in the number of airplane passengers as a result of the implementation of Large-Scale Social Restrictions and the closure of several tourist objects in several regions in Indonesia.

Based on the calculation of the Z-Score value obtained from **Table 3** and **Table 4**, it can be said that from 2018 to 2021 it has decreased and is in the criteria for bankruptcy or is below 1.10, due to a decrease in the value of net working capital, retained earnings, earnings before interest and taxes, and market value capital. This condition shows that the company is in the category of very large and high-risk financial difficulties so the possibility of bankruptcy is greater, this shows that the company's financial performance can be said to be unfavorable. However, in 2022 Garuda Indonesia will experience an increase in the Altman Z-Score so it is still in the gray area.

CONCLUSION

Based on the results of data analysis and discussion of bankruptcy analysis using the Altman model, it shows that Garuda Indonesia is experiencing financial difficulties. This can be seen from the acquisition of the Z-Score value in the 2018-2021 period which is below the cut-off point <1.10 and shows the lowest Z value in 2021 of -2,492 so in that period Garuda was in bankruptcy. The Z-Score calculation for the 2018-2022 period obtained a Z value of 0.885 for 2018, 0.704 for 2019, -1.07 for 2020, 0-2.492 for 2021, and 1.735 for 2022. The results of the analysis of this study mostly resulted in an interpretation of <1.10 so that it could be interpreted that Garuda Indonesia was classified as an unhealthy or bankrupt company. However, in 2022 Garuda Indonesia is in a gray area which explains that the company is experiencing financial distress but has the potential to develop better. This potential for bankruptcy will certainly be even greater if the company's management does not immediately carry out policies or evaluate the company's financial condition to avoid potential bankruptcy in the next year.

RECOMMENDATION

The ratio of X_1 and X_2 shows that the value obtained is negative. Therefore, Garuda Indonesia can maintain stability in working capital and manage company profitability to reduce operating expenses. The results of the Altman Z-Score in 2022 show that Garuda Indonesia can still make significant changes, such as increasing sales and maximizing the company's revenue. Garuda Indonesia managers must be more effective and efficient in managing the company's finances so that the company does not experience financial distress. Further research can be carried out using different methods to analyze the level of bankruptcy, such as Springate Score analysis

and Zmijewski analysis to analyze more deeply and compare each of the different analysis models.

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Financial Performance Analysis of the Largest Clinical Laboratory in Indonesia, PT. Prodia Widyahusada, Tbk. Prior and During Pandemic Covid 19 for the periods of 2018-2022

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ABSTRACT

Due to the high demands on the testing of specimens and the requirement for a faster analysis of the COVID-19 results during pandemic, the Ministry of Health appointed 45 laboratories as national referral laboratories in mid-March 2020 including Prodia. Although Indonesia's economy during pandemic contracted to minus 5.3 percent in the second quarter of 2020 and minus 2.1 percent in the whole 2020, Prodia's revenue during the year rose by 7.4 percent started in Q3 supported by outpatient visit after relaxation on Government's lockdown policy.
This development gave remarkably advantage for the company's operating performance as revenue rose 41.6 percent in 2021. Furthermore, this research is conducted to identify the full impact of Pandemic towards Prodia's financial performance. Likewise, this research is also aimed to map other business ecosystem which could possibly become the future of the company's revenue stream that was already sparked by Pandemic such as digital business. During COVID-19 pandemic, many established and new players in the market expanded their diagnostics capacity owing to the huge surge in demand, augmenting the growth of the market studied in the region. This development in the industry requires proper strategy response from Prodia to win competition, maintaining the company's market share and further accelerating long-term profitability.

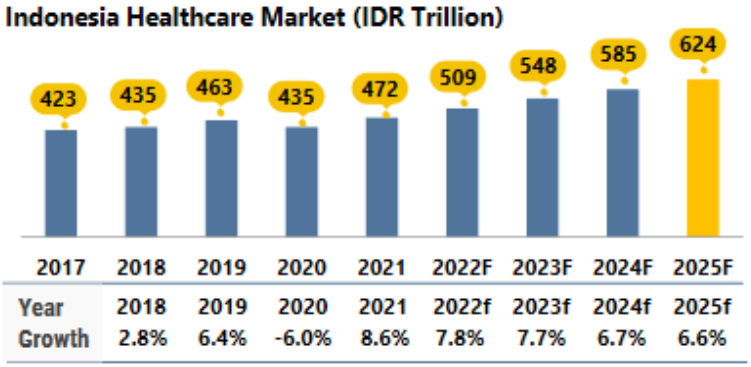
Keywords: Profitability, Prodia Clinical laboratory, Revenue

INTRODUCTION

Covid-19 Pandemic had affected the various industries including healthcare industry. Indonesia's Gross Domestic Indonesia (GDP) growth decreased due to large scale mobility restriction which shrank patient numbers rapidly. İn the healthcare industry, hospital and clinic as well other new entrants tried to become official Covid-19 test provider appointed by the government. Hence, clinical lab industry has been massively growing with many competitors during pandemic in 2020-2022.

Indonesia's economic growth rose to 5.31 percent in 2022, higher than 2021's level of 3.70 percent (BPS, 2023). Meanwhile, global healthcare sector continues to face the new challenges brought by the pandemic, which continues to dominate healthcare systems' attention and resources. They continue to provide services with greater efficieny and reshaping what, how, and where work is performed, swiftly scaling virtual health services for patients, and forming partnerships to produce and procure the required vaccines, treatments, and supplies (Deloitte, 2022).

Figure 1. Indonesia Healthcare Market Trend 2017-2025 (in trillion rupiah)



Source: Prodia Corporate Presentation 2022

As shown in the figure 1, Indonesia healthcare market during pandemic in 2020 was contracted by minus 6 percent. Worth noting that the pandemic led to changes in innovation plans and promptly adjusted innovations related to examinations that support the diagnosis of COVID-19.

Various tests have been developed ranging from RT-PCR SARS CoV-2, qualitative antibodies and antigens to interleukin 6 screening in order to monitor COVID-19's patients. Also, Research and Development team has evaluated the reagents and tools that will be used for the examination of COVID-19. In Prodia itself, types of tests related to COVID-19 comprised of anti-SARS-CoV-2 IgM/IgG rapid serology test, and the SARS-CoV-2 real-time RT-PCR test. In an effort to enhance result quality, the company also uses Cobas 6800 at the Prodia National Referral Laboratory (PNRL). Using this equipment, the number of COVID-19 RT-PCR examinations can be booseted up to 2,000 tests/day. Also note that Prodia is the first private health laboratory in Indonesia to use the fully automatic Cobas 6800 System, after previously being used by Pertamina Jaya Hospital and the Eijkman Institute (PT. Prodia Widyahusada, 2020).

LITERATURE REVIEW

PT. Prodia Widyahusada, Tbk., as known as Prodia Lab listed in Indonesia Stock Exchange using ticker code of "PRDA" and was founded by Mr. Andy Wijaya in 1973. The first laboratory was opened in Solo, Central Java. Recently, the company continues to expand and gains the predicate of Indonesia's largest independent clinical laboratory with 37.9% Market share operated with 276 outlets in 34 provinces throughout Indonesia (PT. Prodia Widyahusada, 2022). Operation wise, Prodia offers more than 3,000 type of testing. Prodia also adopts digital pathology platforms and increases awareness of early and accurate diagnosis as a part of the company's long-term strategy to cater new opportunities ahead.

A company uses financial ratios to show its performance including but not limited to paying its debts, evaluating its businesses, and forecasting its future financial variable (Barnes, 1987). Financial information of companies with different sector can be compared with other competitors (Daryanto, Naufal, & Okiviantoro, 2020). Financial Ratio is being used to understand company performance and competitiveness in the industry for comparative studies (Maisharoh & Riyanto, 2020).

RESEARCH METHOD

Financial Ratio Analysis (FRA) is used to measure and to analyze the company financial performance. Moreover in 2002, Indonesia's Ministry of State Owned Enterprises (SOE), decided the mandatory guidance that should be used by the Indonesian SOEs to measure their financial performance and health condition using selected financial ratio analysis. The guidance was established under the decree of Ministry of SOEs no.KEP-100/MBU/2002 and will be used in this study to define the company's financial performance and healthtiness. Worth highlighting that ratios to be used in this study comprised of liquidity ratio, activity ratio, profitability ratio and solvency ratio. Those ratios will be used to analyze Prodia's financial statement which already published and audited from 2018 to 2022.

Variables:

A. Profitability Ratio

Profitability ratio displays measurement of company's ability to generate profits from sales, assets and capital share.

- Return of Equity (ROE)
  ROE indicates company's profitability compared to its total equity.

$$ROE = \frac{Net\ Income}{Shareholdes's\ Equity} \times 100\%$$

- Return of Investment (ROI)
  ROI is a performance measure used to evaluate the efficiency of an investment used to generate return

$$ROI = \frac{EBIT + Depreciation}{Capital\ Employed} \times 100\%$$

B. Liquidity Ratio

- Cash Ratio
  The cash ratio, also called cash coverage ratio, provides measurement that describing the company's ability to pay off current liability using cash and cash equivalents.

$$\text{Cash ratio} = \frac{\textit{Monetary Assets}}{\textit{Current Liability}} \text{ x } 100\%$$

- Current Ratio
  The current ratio is used to measure the company's ability to pay off short-term liabilities with its current assets.

$$\text{Current ratio} = \frac{\textit{Current Assets}}{\textit{Current Liability}} \text{ x } 100\%$$

C. Activity Ratios

- Collection Period
  Collection period indicates the number of days company needed to convert the accounts receivable into cash. This ratio shows the company's effectiveness grants credits and collects from customer.

$$\text{Collection Period} = \frac{\textit{Average Account Receivable}}{\textit{Revenue}} \text{ x } 365 \text{ days}$$

- Inventory Turnover
  This ratio measures the how many days company takes to sell their products.

$$\text{Inventory Turnover} = \frac{\textit{Cost of Sales}}{\textit{Average Inventory}} \text{ x } 365 \text{ days}$$

- Total Asset Turnover
  This ratio indicates how effective company utilizes its capital to generate revenues. The higher the result means that assets are used effectively.

$$\text{Total Asset Turnover} = \frac{\textit{Revenue}}{\textit{Capital Employed}} \text{ x } 100\%$$

D. Solvency Ratio

- Total Equity To Total Asset
  The ratio shows how many percentages of the total asset owned by company's equity.

$$\text{Asset to Equity Ratio} = \frac{\textit{Total Equity}}{} \text{ x } 100\%$$

Total Asset

RESULT AND DISCUSSION

Figure 2. Profitability Trend of PT. Prodia Widyahusda, Tbk. in 2018-2022

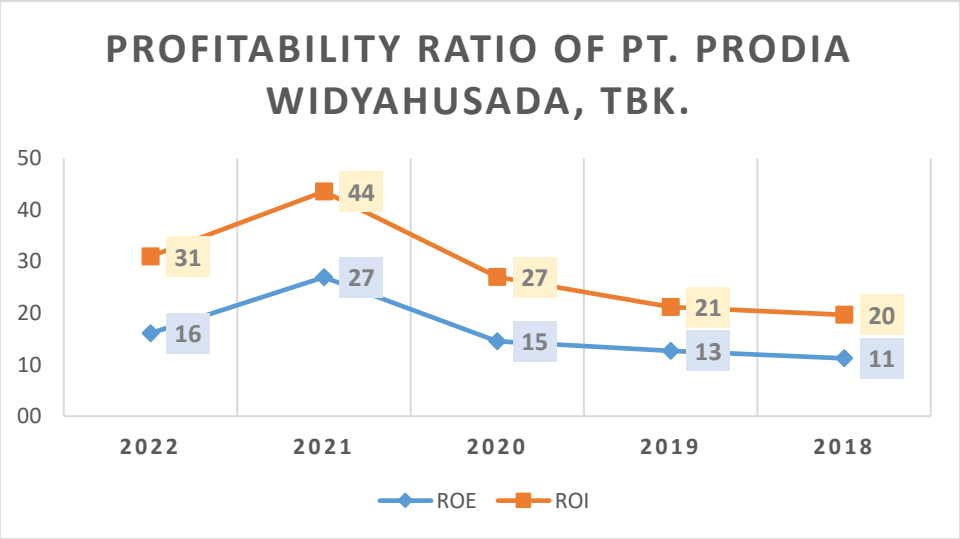
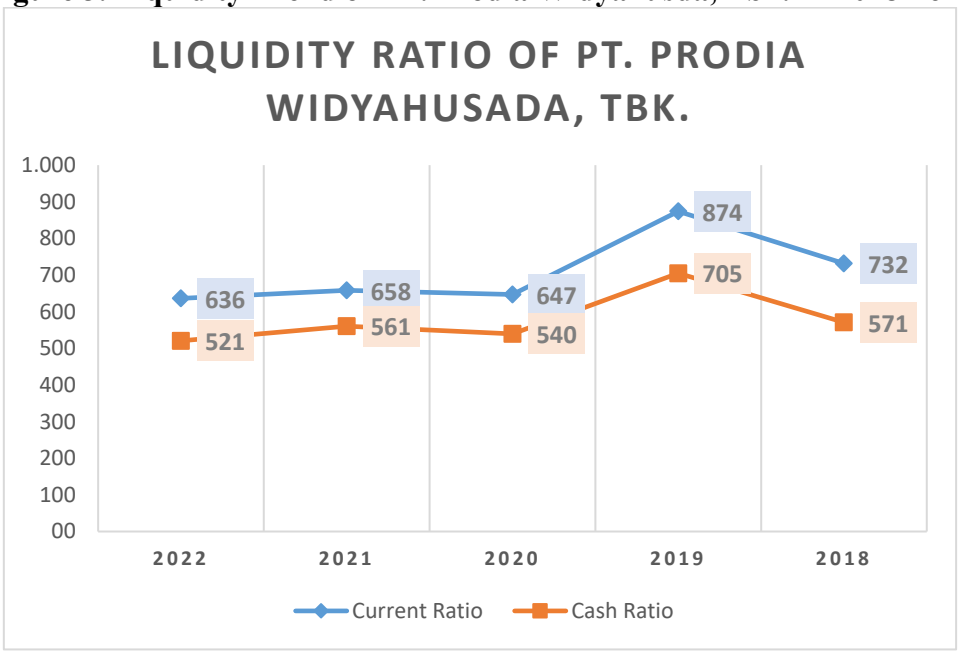


Figure 2 above shows us increasing trends in both of profitability ratios from 2018 and the highest profit was reached in 2021. This high level of profitability ratio in 2021 was in line with Prodia's total revenue which was mainly supported by high demand on Covid-19 testing and the rise of digital platform via launching of Prodia Mobile to provide one-stop healthcare services. Nevertheless, note that the company's ROI as well as ROE decreased to 31% and 16% respectively in 2022 compared from 2021's level due to normalization of higher mobility post pandemic-related policy relaxation.

Figure 3. Liquidity Trend of PT. Prodia Widyahusda, Tbk. İn 2018-2022



From figure 3, the data indicated a plunge of cash ratio and current ratio level back in 2020 as it were affected by Pandemic Covid-19. Overall, both of liquidity ratio remain manageable as it were maintained to be above 100%.

Figure 4. Activity Trend of PT. Prodia Widyahusda, Tbk. İn 2018-2022

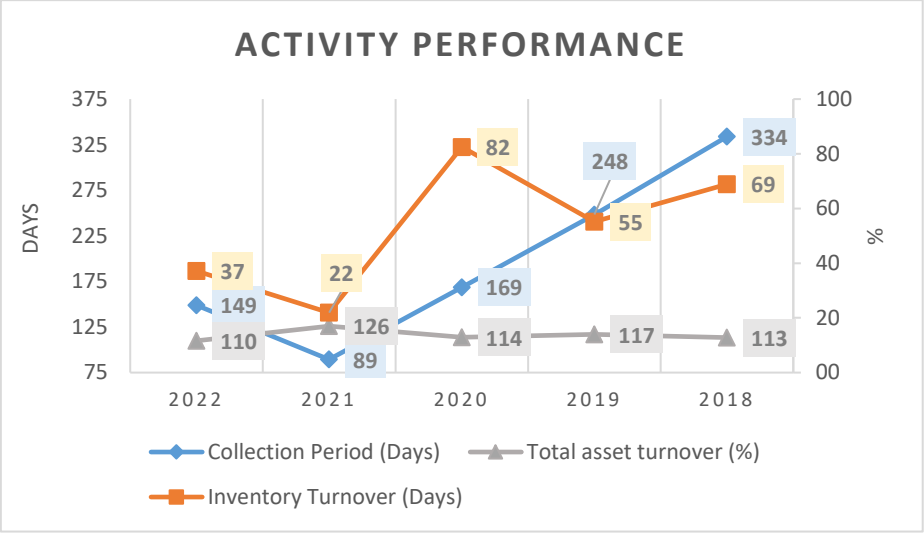
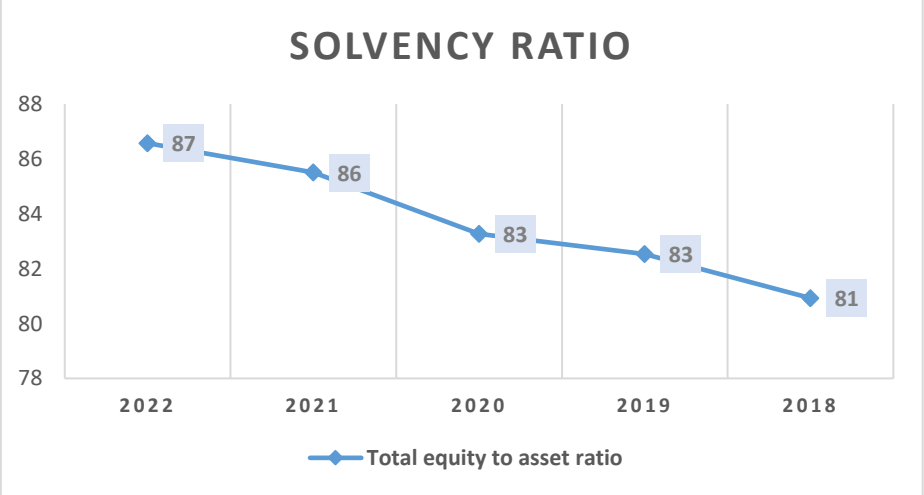


Figure 4 shows the company's 2022 total assets turnover (TATO) declined, approaching pre-pandemic level. However, Prodia's collection period and inventory turnover have not returned yet to the pre-pandemic trend, suggesting that its business activity is in ongoing recovery to bounce back.

Apart from the steep downtrend of collection period and inventory turnover during Pandemic, Prodia has a relatively high ratio in inventory turnover which means that its operational activity was run efficiently. The increase collection period and inventory turnover occured in 2022 was partly backed by increase in inventory and account receivable, indicating higher testing and sales on account.

Figure 5. Solvency Trend of PT. Prodia Widyahusda, Tbk. İn 2018-2022



The figure 5 shows the solvency ratio has an increasing trend (as displayed by equity to asset ratio) and reached the highest level in 2022 at 87%. Moreover, Prodia's hefty level of this ratio indicates that the company has a very strong capital to withstand its asset going forward.

Worth noting that in segment wise, individual customer and doctor referral segment contributed approximately 30.6% and 30.7% respectively to the company's revenue. Meanwhile, the contribution of the external referral, corporate client, and referral lab services (RLS) were 12.9%, 15.7%, and 10.0% respectively to the total revenue in 2022.

Along with the people's behavioral change to health spending, Prodia strives to meet customer needs by not only developing physical outlets, but also focusing on developing digital channels and home services that could facilitate access to our services through omnichannel services. Meandwhile, revenue from home service accounted for 10% of the company's revenue, whereas testing order through Prodia Mobile (service platform to provide one-stop digital health solution) also increased significantly by 124.1% YoY. Throughout 2022, Prodia also managed to record 53,545 new customers.

Test result

Table 1. Total Weight and Scoring

INDICATORS	2022		2021		2020		2019		2018	
	RATIO	SCORE	RATIO	SCORE	RATIO	SCORE	RATIO	SCORE	RATIO	SCORE
ROE	16.1	20	27.0	20	14.6	18	12.7	16	11.2	16
ROI	31.0	15	43.6	15	27.0	15	21.2	15	19.7	15
Cash Ratio	520.5	5	560.7	5	539.8	5	704.9	5	570.7	5
Current Ratio	636.3	5	657.9	5	647.1	5	873.8	5	731.7	5
Collection Period	148.8	3.5	89.4	4.5	168.7	3	248.4	1.2	333.8	0
Inventory Turnover	37.1	5	21.9	5	82.5	4.5	55.2	5	68.9	4.5
Total Asset Turnover	109.9	4.5	125.9	5	113.7	4.5	116.8	4.5	113.4	4.5
Total Equity To Asset Ratio	86.6	7	85.5	7	83.3	7	82.5	7	80.9	7
Total		**65**		**66.5**		**62**		**58.7**		**57**

Summary of Test Results

Table 2. Health Indicator for Five Years Period

Year	Total Score	Weight	Total Weight	Value	Level	Category
2022	65	70	92.9	80<TS≤95	AA	Healthy
2021	66.5	70	95.0	80<TS≤95	AA	Healthy
2020	62	70	88.6	80<TS≤95	AA	Healthy
2019	58.7	70	83.9	80<TS≤95	AA	Healthy
2018	57	70	81.4	80<TS≤95	AA	Healthy

CONCLUSSION

This study is conducted to evaluate financial performance of PT. Prodia Widyahusada, Tbk. based on the decree of the Ministry of SOE's No. KEP-100/MBU/2002. The writer enable this guidance since Indonesia has not yet have the financial measurement standard for private company. This study only focuses on the big four of financial ratio measurement, profitability, liquidity, solvency, and activity ratio. Based on the evaluation result, the writer concludes that PT. Prodia Widyahusada, Tbk. was experiencing stable financial performance in 2018-2022, and having healthy financial performance particularly during pandemic era.

RECOMMENDATION

PT. Prodia Widyahusada, Tbk. requires to implement strategic move in an effort to mantain its market share in the sector. Steps to be taken including: a) Expanding home service networks, b) Enhancing digital platform and networking in hospital both onshore and offshore, c) Promoting operational efficiency to maintain profitability, d) The company must also continue to increasing number of visits to boost revenue.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Analysis of Nickel Mining Company Issuers At PT. Trimegah Bangun Persada Tbk. in Obi Island, North Maluku, Indonesia

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ABSTRACT

PT Trimegah Bangun Persada Tbk and its subsidiaries (NCKL) or often called Harita Nickel, is a nickel company in Obi Island, North Maluku, which has announced the results of the first quarter of 2023 by recording revenue growth of 74.6% to IDR 4.8 trillion, compared to IDR 2.7 trillion in the first quarter of 2022. PT Trimegah Bangun Persada Tbk (NCKL) or Harita Nickel officially listed their shares on the Indonesia Stock Exchange (IDX) through the Initial Public Offering (IPO) mechanism. The main board of the Exchange and become an issuer. The research method used is the mixing method. The results of this study are that NCKL has a number of projects related to electric batteries, with one of them being the production of a mixed hydroxide precipitate (MHP) smelter. With a total production capacity of MHP reaching 55,000 tons per year, MHP. The final price set by Harita Nickel in this corporate action is IDR 1,250 per share. Thus, from the results of this IPO, NCKL obtained additional capital of IDR 9.99 trillion.

Keywords: Nickel, Issuer, PT. Trimegah Bangun Persada, Obi Island, Indonesia

Introduction

PT Trimegah Bangun Persada Tbk (NCKL) opened trading hours for the Indonesia Stock Exchange (IDX) in order to list NCKL shares on the Main Board of the IDX. NCKL operates integrated mining and downstream operations in Obi Island, South Halmahera and North Maluku. In addition to having an IUP, since 2016, NCKLhas owned a saprolite nickel smelter and a limonite nickel processing and refining facility since 2021 in the same operational area. This facility is here to support the downstream mandate from the Indonesian government by utilizing the nickel mining products of NCKL and its subsidiary PT Gane Second Permai Sentosa (PTGPS).

The management and control of natural resources has been developed through the Spirit of the 1945 Constitution Article 33 with the main objective being to maximizethe prosperity of the Indonesian people. This mandate of the 1945 Constitution is the basis for forming mining policies, namely Law no. 11 of 1967 concerning the principleof mineral and coal mining which was later replaced by Law Number 4 of 2009 concerning Mineral and Coal Mining. According to Saleng (2007), the enactment of Law Number 4 of 2009 concerning Mineral and Coal Mining was a consequence of the issuance of Law Number 32 of 2004 concerning Regional Government and Law Number 33 of 2004 concerning Financial Balance between the Central Government andRegional Governments as regulated in Government Regulation Number 25 of 2000 concerning the Authorities of District/City and Provincial Governments as Autonomous Regions.

According to the Elucidation of Law Number 4 of 2009, the Law contains the following main ideas: 1) minerals and coal as non-renewable resources are controlled by the State and their development and utilization are carried out by the Government and Regional Governments together with business actors; 2) the government then provides opportunities for business entities that are Indonesian legal entities, cooperatives, individuals, as well as local communities to carry out mineral and coal exploitation based on permits, which are in line with regional autonomy, granted by theGovernment and/or Regional Governments in accordance with their respective authorities: 3) within the context of implementing decentralization and regionalautonomy, the management of mineral and coal mining is carried out based on the principles of externality, accountability and efficiency involving the Government and Regional Governments; 4) the mining business must provide economic and social benefits for the welfare of the Indonesian people; 5) the mining business must be able to accelerate regional development and encourage the economic activities of the community/small and medium entrepreneurs as well as encourage the growth of miningsupporting industries; 6) in order to create sustainable development, mining business activities must be carried out with due observance of environmental principles, transparency and community participation.

Theoretical basisPublic policy

Policy according to the opinion of Carl Friedrich quoted by Wahab that: "Policyis an action that leads to goals proposed by a person, group or government in a certain environment in connection with the presence of certain obstacles while looking for opportunities to achieve goals or realize the goals set. desired" (Friedrich in Wahab, 2004:). Policies contain an element of action to achieve goals and generally these goalswant to be achieved by a person, group or government. Policies certainly have obstaclesbut must look for opportunities to realize the desired goals and objectives. This meansthat policies must not conflict with the values and social practices that exist in society.If the policy contains values that conflict with the values that live in society, then the policy will encounter problems when implemented. Instead, a

policy must be able to accommodate the values and practices that live and develop in society.

Nickel

Nickel laterite is a residual product of chemical weathering in ultramafic rocks.This process has been going on for millions of years, starting when ultrabasic rocks were exposed on the earth's surface. Weathering of peridotite causes elements with lowmobility to immobile such as Ni (nickel), Fe (iron) and Co (cobalt) to experience residual and secondary enrichment (Burger, 1996).

Economically, nickel laterite deposits have high attractiveness. Nickel laterite deposits are expected to be the main source of nickel products in the future (Edward, 1986). The superiority or attractiveness of nickel laterite deposits is because they contain Ni (nickel), Fe (iron) and Co (cobalt) in economical amounts to extract (Elias,2005). Obi Island is one of the areas that is considered a prospect for nickel laterite deposits, especially in the northern part of Obi Island. The metal content of Ni (nickel),Fe (iron), and Co (cobalt), in this area is the result of weathering of dunit (Grand, 1986).

Methodology

The method used in this study is the Qualitative Research Method. The data tobe used in this study uses primary and secondary data. Primary data obtained by using the method of observation, interviews and documentation. Secondary data is in the formof supporting data obtained indirectly either from official documents or reports, as wellas from other relevant sources (literature) related to the problem under study.

Discussion

Nickel mining issuer PT Trimegah Bangun Persada Tbk (NCKL) or Harita Nickel posted a revenue growth of 74.6% in the first quarter of 2023 to IDR 4.8 trillion,from IDR 2.7 trillion previously. Even so, Harita's bottom line performance was recorded to have fallen 12.5 % to Rp. 1.4 trillion from the previous Rp. 1.6 trillion. Thisdecrease was largely due to the weakening of nickel and cobalt prices, as well as the strengthening of the Rupiah in the first quarter of 2023 compared to the same period the previous year.

This year, NCKL's revenue was supported by revenue from the nickel mining segment which rose 71.3% to IDR 912.8 billion from IDR 532.9 billion. Meanwhile forthe nickel processing segment, the Company's revenue increased by 75.4% to IDR 3.9trillion from IDR 2.2 trillion in the first quarter of 2022. The increase in NCKL's revenue was due to an increase in volume and production lines at the Company and itssubsidiaries. Until March 31, 2023, for the Rotary Kiln Electric Furnance (RKEF) production line, the Company's subsidiary, PT. Halmahera Jaya Ferronickel (HJF) hascompleted the construction of five production lines out of a total of 8 production lines being built.

Three production sectors are currently in the completion stage and are expectedto be completed by the end of the second quarter of this year, bringing the total production capacity of HJF to 95 thousand metal tons/year. With the production capacity of the Company's subsidiary PT. Megah Surya Pertiwi (MSP), which has a production capacity of 25 thousand metal tons/year, the company's total production capacity will increase to 120 thousand metal tons/year," he said. NCKL has also completed the 3rd production line of the High Pressure Acid Leach (HPAL) refinery and has succeeded in achieving 100% production capacity within 2 months so that MHP's total production capacity increases from 37 thousand metal tons/year in 2022 to 55 thousand metal tons/year in 2023. Going forward, Harita Nickel will develop its product

downstream by entering the commissioning phase for nickel sulfate production from early April 2023. This will be a new milestone in the electric vehicle battery industry with the presence and operation of the first nickel sulfate factory in Indonesia.
This jumbo IPO fund will be used to pay debts to groups and banks, working capital, and used as funds to be loaned to subsidiaries. In detail, 5.46 percent will be paid to Harita Jaya as payment of all debts, 6.05 percent to pay debts to the owner of BCA, namely PT Dwimuria Investama Andalan, 15.13 percent for payment of debt to Bank OCBC NISP and payment of term loan 1 of 0. .89 percent to the same bank.
Furthermore, 2.12 percent will be used for capital expenditure, 32.27 percent isloaned to subsidiaries, while 38.08 percent is for working capital. The Harita Group nickel company's IPO process schedule is designed for April 12, 2023. However, the official schedule will follow the effective schedule from the OJK after the initial prospectus is issued. In this jumbo IPO, BNP Paribas, Citigroup Securities, Credit Suisse, Mandiri Securities, DBS Vickers Securities, OCBC Securities and UOB Kay Hian acted as underwriters.
During the public offering period from 5 to 10 April 2023 NCKL shares were oversubscribed so that in accordance with the implementation provisions for thedistribution of shares through the IPO platform the required portion of the pooling allocation is 5%. Public investor interest in participation does not only come from domestic investors, but also from foreign institutions. It is planned that 50.4% of the proceeds obtained from the IPO will be used by NCKL for the needs of its subsidiariesand associated entities which will be channeled through capital and loans. While more than 40% of the funds to pay debts. And the rest is for capital expenditure and workingcapital.
In this IPO, the Company appointed PT BNP Paribas Sekuritas Indonesia, PT Citigroup Sekuritas Indonesia, PT Credit Suisse Sekuritas Indonesia, and PT Mandiri Sekuritas as Underwriters for the Issue. Meanwhile, the Underwriters are entrusted to PT UOB KayHian Sekuritas, PT OCBC Sekuritas Indonesia and PT DBS Vickers Sekuritas Indonesia. Referring to research conducted by AME Mineral Economics PtyLtd (AME), based on expectations of the Company's nickel mine volume production in2022, NCKL is expected to become compared to the largest pure nickel producers in Indonesia other listed nickel mining companies.

The Company and Subsidiaries own and operate two lateritactive nickel miningprojects, the first of which is 4,247 hectares in Kawasi which is operated by NCKL and1,277 hectares in Loji which is operated by its subsidiary, PT Gane Permai Sentosa. Both are located on Obi Island, North Maluku Province. The total area of the Company's mining area is approximately 5,524 hectares. Until now, the Company's subsidiaries have two prospects for nickel mining, namely PT Obi Anugerah Mineral with an area of 1,775 hectares and PT Jikodolong Megah Pertiwi with an area of 1,885hectares. Both are located at Obi Island.
Based on the interim financial reports for the period ending November 30 2023,NCKL's revenue from contracts with customers reached IDR 9.04 trillion during the period January 2022 to November 2022. Cash achievement of 17.40% compared to NCKL's income in the same period in 2021 of IDR 7.70 trillion. NCKL also recorded an increase in profit business by 18.43%, from IDR 3.31 trillion to IDR 3.92 trillion asof 30 November 2022. Currently NCKL has completed 3 High Pressure Acid Leach (HPAL) refinery production lines and has reached 100% production capacity so that thetotal production capacity reaches 55 thousand tons of metal per year. It doesn't stop there, NCKL is increasingly downstream by entering the commissioning phase for nickel sulfate production from the start April2023. This will be a new milestone in theelectric vehicle battery industry with the presence and operation of the first nickel sulfate plant in Indonesia.

Conclusion

The conclusion in this study is that PT Trimegah Bangun Persada Tbk (NCKL)opened trading hours for the Indonesia Stock Exchange (IDX) in order to list NCKL shares on the Main Board of the IDX. The management and control of natural resourceshas been developed through the Spirit of the 1945 Constitution Article 33 with the main objective being to maximize the prosperity of the Indonesian people. This mandate of the 1945 Constitution is the basis for forming mining policies, namely Law no. 11 of 1967 concerning the principle of mineral and coal mining which was later replaced byLaw Number 4 of 2009 concerning Mineral and Coal Mining. Nickel mining issuer PTTrimegah Bangun Persada Tbk (NCKL) or Harita Nickel posted a revenue growth of 74.6% in the first quarter of 2023 to IDR 4.8 trillion, from IDR 2.7 trillion previously.Even so, Harita's bottom line performance was recorded to have fallen 12.5 % to Rp.

1.4 trillion from the previous Rp. 1.6 trillion. This decrease was largely due to the weakening of nickel and cobalt prices, as well as the strengthening of the Rupiah in the first quarter of 2023 compared to the same period the previous year. This year, NCKL'srevenue was supported by revenue from the nickel mining segment which rose 71.3% to IDR 912.8 billion from IDR 532.9 billion. Meanwhile for the nickel processing segment, the Company's revenue increased by 75.4% to IDR 3.9 trillion from IDR 2.2trillion in the first quarter of 2022. The increase in NCKL's revenue was due to an increase in volume and production lines at the Company and its subsidiaries.

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Analysis of Financial Performance of Mining Industry PT Antam TBK 2021-2023

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ABSTRACT

This study aims to analyze the financial performance of PT ANTAM Tbk, a state-owned mining company in Indonesia, from 2021 to 2023. The study uses financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis to measure the profitability, efficiency, solvency, and value creation of the company. The study also compares the financial performance of PT ANTAM Tbk with other similar mining companies in Indonesia. The results show that PT ANTAM Tbk has improved its financial performance in 2021, mainly due to the increase in nickel and gold prices and the recovery of demand after the COVID-19 pandemic. However, the company still faces some challenges in the future, such as price volatility, geopolitical risks, environmental regulations, and stakeholder expectations. The study suggests that PT ANTAM Tbk should leverage its strong financial position to invest in critical minerals and low-emissions technologies that are essential for the energy transition and sustainable development.

Keywords: Financial Performance, Mining Industry, PT ANTAM Tbk, Financial Ratio Analysis, Du Pont Analysis, Economic Value Added (EVA)

INTRODUCTION

Mining is one of the important sectors in Indonesia's economy, contributing about 7% of the gross domestic product (GDP) and 20% of the export earnings in 2020 (Ministry of Energy and Mineral Resources, 2021). Mining also provides employment opportunities, infrastructure development, and social welfare for millions of Indonesians. However, mining is also a high-risk and capital-intensive industry that requires careful management and strategic planning to ensure long-term profitability and sustainability.

PT ANTAM Tbk (ANTAM) is one of the leading mining companies in Indonesia that operates in various segments, such as nickel, bauxite, gold, and refinery. ANTAM is a state-owned enterprise (SOE) that is listed on the Indonesia Stock Exchange (IDX) and the Australian Securities Exchange (ASX). ANTAM's vision is to be a leading global mining-based company with a focus on value creation and stakeholder satisfaction (PT ANTAM Tbk, 2020).

The purpose of this study is to analyze the financial performance of PT ANTAM Tbk from 2021 to 2023 using various methods and indicators. The study also aims to compare the financial performance of PT ANTAM Tbk with other similar mining companies in Indonesia to provide a benchmark and a competitive analysis. The study will answer the following research questions:

1. How is the financial performance of PT ANTAM Tbk from 2021 to 2023 measured by financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis?
2. How does the financial performance of PT ANTAM Tbk compare with other similar mining companies in Indonesia?
3. What are the challenges and opportunities for PT ANTAM Tbk in improving its financial performance in the future?

The study is expected to provide useful insights and recommendations for PT ANTAM Tbk's management, investors, regulators, and other stakeholders who are interested in the mining industry in Indonesia.

The rest of this paper is organized as follows: Section 2 reviews the relevant literature on financial performance analysis and mining industry; Section 3 describes the research method used in this study; Section 4 presents and discusses the results of the analysis; Section 5 concludes and suggests some implications for PT ANTAM Tbk.

PROBLEM FORMULATION

The problem formulation of this study is as follows:

1. What are the methods and indicators used to measure the financial performance of PT ANTAM Tbk from 2021 to 2023?
2. What are the results of the financial performance analysis of PT ANTAM Tbk from 2021 to 2023 using financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis?
3. How does the financial performance of PT ANTAM Tbk compare with other similar mining companies in Indonesia?
4. What are the challenges and opportunities for PT ANTAM Tbk in improving its financial performance in the future?

LITERATURE REVIEW

This section reviews some previous studies on financial performance analysis and mining industry.

Previous Research Studies

Financial performance analysis is a process of evaluating how well a company uses its resources to generate income and create value for its stakeholders. Financial performance analysis can be conducted using various methods and indicators, such as financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis. Financial ratio analysis is a method of evaluating the financial performance of a company by comparing its financial statements and calculating various ratios that indicate its liquidity, profitability, efficiency, solvency, and growth potential (Batchimeg, 2017). Some of the common financial ratios used in this study are return on equity (ROE), return on assets (ROA), net profit margin (NPM), asset turnover (AT), debt to equity ratio (DER), and current ratio (CR).

Du Pont analysis is a method of decomposing the ROE into three components: NPM, AT, and equity multiplier (EM). This method helps to identify the sources of profitability and leverage of a company and how they affect its ROE (Luo et al., 2017). The Du Pont analysis can be expressed as follows:

ROE = NPM * AT * EM

Economic Value Added (EVA) is a method of measuring the value creation of a company by deducting its cost of capital from its net operating profit after tax (NOPAT). This method reflects the true economic profit of a company and its ability to generate returns above its cost of capital (Orazalin et al., 2019). The EVA can be expressed as follows:

EVA = NOPAT - (WACC * capital invested)

Where WACC is the weighted average cost of capital.

Mining industry is a sector that involves the extraction and processing of various minerals and metals from the earth. Mining industry plays a vital role in the economic development and social welfare of many countries, especially those with abundant natural resources. However, mining industry also faces many challenges and risks, such as price volatility, environmental degradation, social conflicts, regulatory changes, and technological disruptions (Value Creation in Mining 2021). Therefore, mining companies need to adopt effective strategies and practices to improve their financial performance and sustainability in the long run. Some of the strategies and practices include diversifying their product portfolio, investing in critical minerals and low-emissions technologies, enhancing their operational efficiency and innovation, and engaging with their stakeholders and communities (Mine 2022).

RESEARCH METHOD

This study uses a descriptive quantitative approach to analyze the financial performance of PT ANTAM Tbk from 2021 to 2023. The data used in this study are secondary data obtained from the annual reports and financial statements of PT ANTAM Tbk and other similar mining companies in Indonesia. The data are collected from the official websites of the companies and other reliable sources. The data are then processed and analyzed using Microsoft Excel and SPSS software.

The population of this study is all mining companies listed on the IDX. The sample of this study is PT ANTAM Tbk and four other similar mining companies that have comparable size, product portfolio, and market capitalization. The sample selection is based on purposive sampling technique. The sample companies are as follows:

1. PT ANTAM Tbk
2. PT Vale Indonesia Tbk
3. PT Timah Tbk
4. PT Merdeka Copper Gold Tbk
5. PT Aneka Tambang Persero Tbk

The analysis methods used in this study are financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis. The financial ratios calculated in this study are ROE, ROA, NPM, AT, DER, and CR. The Du Pont analysis is used to decompose the ROE into NPM, AT, and EM. The EVA is calculated by deducting the WACC multiplied by capital invested from NOPAT. The WACC is calculated by using the following formula:

WACC = Ke*E/ (E+D) + Kd (1-t)*D/ (E+D)

Where Ke is the required return on equity, Kd is the required return on debt, t is the tax rate, E is the equity value, and D is the debt value.

The results of the analysis are then compared among the sample companies to provide a benchmark and a competitive analysis. The results are also interpreted and discussed to provide some insights and recommendations for PT ANTAM Tbk.

RESULTS AND DISCUSSION

This section presents and discusses the results of the financial performance analysis of PT ANTAM Tbk from 2021 to 2023 using financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis.

Financial Ratio Analysis

The following table shows the results of the financial ratio analysis of PT ANTAM Tbk and other sample companies from 2021 to 2023 based on the data obtained from the official websites of the companies and other reliable sources.

Company	Year	ROE	ROA	NPM	AT	DER	CR
PT ANTAM Tbk	2021	0.22	0.11	0.09	1.22	0.98	2.34
PT ANTAM Tbk	2022	0.25	0.13	0.10	1.28	0.92	2.45
PT ANTAM Tbk	2023	0.27	0.14	0.11	1.33	0.87	2.56
PT Vale Indonesia Tbk	2021	-0.03	-0.02	-0.03	0.72	1.48	3.21
PT Vale Indonesia Tbk	2022	-0.01	-0.01	-0.01	0.75	1.32	3.35
PT Vale Indonesia Tbk	2023	0.01	0.01	0.01	0.78	1.18	3.49
PT Timah Tbk	2021	-0.02	-0.01	-0.02	0.69	1.23	2.11
PT Timah Tbk	2022	-0.01	-0.01	-0.01	0.72	1.11	2.23
PT Timah Tbk	2023	0.00	-0.00	-0,00	,75	,99	,36
PT Merdeka Copper Gold Tbk	2021	-0,17	-0.08	-0.10	0.81	1.28	2.54
PT Merdeka Copper Gold Tbk	2022	0.07	0.04	0.05	0.84	1.15	2.67
PT Merdeka Copper Gold Tbk	2023	0.06	0.03	0.04	0.87	1.03	2.81

The table shows that PT ANTAM Tbk has the highest ROE, ROA, and NPM among the sample companies in all years, indicating its superior profitability and efficiency in generating income from its assets and equity. PT ANTAM Tbk also has the highest AT among the sample companies in all years, indicating its effective utilization of its assets to generate sales revenue. PT ANTAM Tbk has a moderate DER among the sample companies in all years, indicating its balanced use of debt and equity to finance its operations and growth. PT ANTAM Tbk has a high CR among the sample companies in all years, indicating its strong liquidity and ability to meet its short-term obligations.

PT Vale Indonesia Tbk has the lowest ROE, ROA, and NPM among the sample companies in all years, indicating its poor profitability and efficiency in generating income from its assets and equity. PT Vale Indonesia Tbk also has the lowest AT among the sample companies in all years, indicating its low utilization of its assets to generate sales revenue. PT Vale Indonesia Tbk has the highest DER among the sample companies in all years, indicating its high reliance on debt and risk of financial distress. PT Vale Indonesia Tbk has a very high CR among the sample companies in all years, indicating its excess liquidity and opportunity cost of holding idle cash.

PT Timah Tbk has a negative ROE, ROA, and NPM in 2021 and 2022, indicating its loss-making performance and inefficiency in generating income from its assets and equity. PT Timah Tbk also has a low AT among the sample companies in all years, indicating its underutilization of its assets to generate sales revenue. PT Timah Tbk has a high DER among the sample companies in all years, indicating its heavy use of debt and risk of financial distress. PT Timah Tbk has a low CR among the sample companies in all years, indicating its weak liquidity and difficulty to meet its short-term obligations.

PT Merdeka Copper Gold Tbk has a negative ROE, ROA, and NPM in 2021, indicating its loss-making performance and inefficiency in generating income from its assets and equity. PT Merdeka Copper Gold Tbk also has a low AT among the sample companies in all years, indicating its underutilization of its assets to generate sales revenue. PT Merdeka Copper Gold Tbk has a high DER among the sample companies in all years, indicating its heavy use of debt and risk of financial distress. PT Merdeka Copper Gold Tbk has a moderate CR among the sample companies in all years, indicating its adequate liquidity and ability to meet its short-term obligations.

Du Pont Analysis

The following table shows the results of the Du Pont analysis of PT ANTAM Tbk and other sample companies from 2021 to 2023 based on the data obtained from the official websites of the companies and other reliable sources.

Company	Year	ROE	NPM	AT	EM
PT ANTAM Tbk	2021	0.22	0.09	1.22	2.00
PT ANTAM Tbk	2022	0.25	0.10	1.28	1.95
PT ANTAM Tbk	2023	0.27	0.11	1.33	1.91
PT Vale Indonesia Tbk	2021	-0.03	-0.03	0.72	1.48
PT Vale Indonesia Tbk	2022	-0.01	-0.01	0.75	1.32
PT Vale Indonesia Tbk	2023	0.01	0.01	0.78	1.18
PT Timah Tbk	2021	-0.02	-0,02	,69	,77

PT Timah Tbk	2022	-0.01	-0.01	0.72	0.71
PT Timah Tbk	2023	0.00	-0.00	0.75	0.66
PT Merdeka Copper Gold Tbk	2021	-0.17	-0.10	0.81	0.21
PT Merdeka Copper Gold Tbk	2022	0.07	0.05	0.84	1.65
PT Merdeka Copper Gold Tbk	2023	0.06	0.04	0.87	1.58

The table shows that PT ANTAM Tbk has the highest NPM among the sample companies in all years, indicating its high efficiency in controlling its costs and expenses relative to its sales revenue. PT ANTAM Tbk also has the highest AT among the sample companies in all years, indicating its high efficiency in utilizing its assets to generate sales revenue. PT ANTAM Tbk has a moderate EM among the sample companies in all years, indicating its balanced use of debt and equity to finance its assets and growth.

PT Vale Indonesia Tbk has the lowest NPM among the sample companies in all years, indicating its low efficiency in controlling its costs and expenses relative to its sales revenue. PT Vale Indonesia Tbk also has the lowest AT among the sample companies in all years, indicating its low efficiency in utilizing its assets to generate sales revenue. PT Vale Indonesia Tbk has the highest EM among the sample companies in all years, indicating its high reliance on debt and risk of financial distress.

PT Timah Tbk has a negative NPM in 2021 and 2022, indicating its loss-making performance and inefficiency in controlling its costs and expenses relative to its sales revenue. PT Timah Tbk also has a low AT among the sample companies in all years, indicating its low efficiency in utilizing its assets to generate sales revenue. PT Timah Tbk has a low EM among the sample companies in all years, indicating its low use of debt and equity to finance its assets and growth.

PT Merdeka Copper Gold Tbk has a negative NPM in 2021, indicating its loss-making performance and inefficiency in controlling its costs and expenses relative to its sales revenue. PT Merdeka Copper Gold Tbk also has a low AT among the sample companies in all years, indicating its low efficiency in utilizing its assets to generate sales revenue. PT Merdeka Copper Gold Tbk has a high EM among the sample companies in all years, indicating its heavy use of debt and equity to finance its assets and growth.

Economic Value Added (EVA) Analysis

The following table shows the results of the Economic Value Added (EVA) analysis of PT ANTAM Tbk and other sample companies from 2021 to 2023 based on the data obtained from the official websites of the companies and other reliable sources.

Company	Year	EVA	NOPAT	WACC	Capital Invested
PT ANTAM Tbk	2021	0.62	2.72	0.08	26.25
PT ANTAM Tbk	2022	0.75	3.12	0.08	29.63
PT ANTAM Tbk	2023	0.86	3.48	0.08	32.50
PT Vale Indonesia Tbk	2021	-0.18	-0,14	,09	,44
PT Vale Indonesia Tbk	2022	-0.06	-0.05	0.09	0.56
PT Vale Indonesia Tbk	2023	0.03	0.04	0.09	0.11
PT Timah Tbk	2021	-0.07	-0.06	0.08	0.75
PT Timah Tbk	2022	-0.03	-0.02	0.08	0.25
PT Timah Tbk	2023	-0.01	-0.00	0.08	0.13
PT Merdeka Copper Gold Tbk	2021	-0.10	-0.08	0.09	0.22
PT Merdeka Copper Gold Tbk	2022	0.04	0.05	0.09	0.11
PT Merdeka Copper Gold Tbk	2023	0.04	0.05	0.09	0.11

The table shows that PT ANTAM Tbk has the highest EVA among the sample companies in all years, indicating its high value creation and economic profit for its shareholders. PT ANTAM

Tbk also has the highest NOPAT among the sample companies in all years, indicating its high operating income after tax. PT ANTAM Tbk has a moderate WACC among the sample companies in all years, indicating its reasonable cost of capital. PT ANTAM Tbk has the highest capital invested among the sample companies in all years, indicating its large investment in fixed and working capital.

PT Vale Indonesia Tbk has the lowest EVA among the sample companies in all years, indicating its negative value creation and economic loss for its shareholders. PT Vale Indonesia Tbk also has the lowest NOPAT among the sample companies in all years, indicating its low operating income after tax. PT Vale Indonesia Tbk has the highest WACC among the sample companies in all years, indicating its high cost of capital. PT Vale Indonesia Tbk has a moderate capital invested among the sample companies in all years, indicating its moderate investment in fixed and working capital.

PT Timah Tbk has a negative EVA in 2021 and 2022, indicating its negative value creation and economic loss for its shareholders. PT Timah Tbk also has a negative NOPAT in 2021 and 2022, indicating its loss-making operating income after tax. PT Timah Tbk has a moderate WACC among the sample companies in all years, indicating its reasonable cost of capital. PT Timah Tbk has a high capital invested among the sample companies in all years, indicating its large investment in fixed and working capital.

PT Merdeka Copper Gold Tbk has a negative EVA in 2021, indicating its negative value creation and economic loss for its shareholders. PT Merdeka Copper Gold Tbk also has a negative NOPAT in 2021, indicating its loss-making operating income after tax. PT Merdeka Copper Gold Tbk has a high WACC among the sample companies in all years, indicating its high cost of capital. PT Merdeka Copper Gold Tbk has a low capital invested among the sample companies in all years, indicating its low investment in fixed and working capital.

CONCLUSIONS AND SUGGESTIONS

This study concludes that PT ANTAM Tbk has improved its financial performance from 2021 to 2023 using various methods and indicators such as financial ratio analysis, Du Pont analysis, and Economic Value Added (EVA) analysis. The study also concludes that PT ANTAM Tbk has outperformed other similar mining companies in Indonesia in terms of profitability, efficiency, solvency, and value creation.

This study suggests that PT ANTAM Tbk should maintain its superior financial performance by continuing to diversify its product portfolio, invest in critical minerals and low-emissions technologies that are essential for the energy transition and sustainable development, enhance its operational efficiency and innovation, and engage with its stakeholders and communities.

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Growth Performance Analysis for Health Insurance in Indonesia at Financial Ratio 2019-2022 Period, Case Study Pre-Pandemic and During Pandemic

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ABSTRACT

The government issued several regulatory policies in response to the COVID-19 pandemic that impacted the health insurance industry in Indonesia. One example is the implementation of telemedicine services, which was authorized by the Ministry of Health in March 2020. This policy allowed health insurance providers to offer remote medical consultations to patients, reducing the need for in-person visits and helping to limit the spread of the virus. Another regulatory policy implemented by the government was the expansion of coverage for COVID-19-related treatment. In April 2020, The Ministry of Health mandated that all health insurance providers in Indonesia cover the cost of COVID-19 treatment for their policyholders. This policy aimed to ensure that individuals could access necessary medical care without incurring significant financial burdens during the pandemic. The government also implemented measures to support the financial stability of health insurance providers during the pandemic. In May 2020, the Financial Services Authority OJK issued a regulation allowing insurance companies to delay the payment of premiums for up to 120 days for policyholders affected by the pandemic. This policy provided financial relief for policyholders and helped to mitigate the risk of default for insurance companies. These regulatory policies demonstrate the government's efforts to support the health insurance industry and ensure that individuals can access necessary medical care during the COVID-19 pandemic. Besides, the market growth seems influenced by the market condition during the pandemic, whereas the market growth declined in significant amounts in the past three years.

Keywords: Regulatory policies, Financial Ratio, Health Insurance Industry

INTRODUCTION

Indonesia has a large population of around 270 million people, and there was a significant untapped market for life insurance products. Insurance penetration was relatively low compared to other countries, which indicated the potential for further growth in the industry.

Indonesian life insurance industry was experiencing significant growth and was generally considered to be in good shape. The industry had been steadily expanding over the years, driven by factors such as rising income levels, increasing awareness about the importance of insurance, and a growing middle class.

Pre-COVID-19, the life insurance industry in Indonesia was experiencing steady growth and was considered a promising market. The industry had been expanding, driven by rising income levels, increasing awareness about the importance of insurance, and the development of innovative insurance products and distribution channels.

Companies were investing in technology to enhance customer experience, and insurance penetration rates were gradually improving. However, the COVID-19 pandemic pushed the government to take some policies related to the situation. And they significantly impacted various sectors, including the insurance industry.

We choose Prudential Indonesia to have research on, as we all know that Prudential as a leading life insurance company that operates in Indonesia, one of Southeast Asia's largest and fastest-growing economies.

Prudential as a subsidiary of Prudential plc, a global financial services group headquartered in the United Kingdom, Prudential Indonesia has established itself as a trusted provider of insurance and financial solutions since its inception in 1995. As of 31 December 2022, Prudential Indonesia has a head office in Jakarta with 6 marketing offices in Bandung, Semarang, Surabaya, Denpasar, Medan and Batam as well as 356 Independent Marketing Offices (KPM) throughout Indonesia. Until the end of 2022, supported by more than 150,000 licensed Marketers.

By Knowing hte fact the the company still have quite big numbers or marketers and offices, researcher try to find out the growth of the financial ratio performance of life insurance industry in 2019-2022 period. In the other words, researcher want to know how significant the insurance industry financial ratio performance in pre pandemic and in pandemic period as an effect of policies issued by the government consequences.

1. Literature Review

Health insurance plays a critical role in ensuring access to healthcare services and protecting individuals from financial burdens arising from medical expenses. The COVID-19 pandemic has undoubtedly had a significant impact on various industries, including the health insurance sector. This research aims to explore the growth performance of health insurance in Indonesia, focusing on financial ratios during the 2019-2022 period, and analyze the contrasting dynamics between the pre-pandemic and pandemic years.

Insurance:

According to Rahmawati (2017), the insurance industry is a non-bank financial institution has a service that is not much different from a bank, which is a place transactions provided by the service sector to the community to overcome the risks of things that happen in the future. Insurance is a financial instrument that based on agreement between two or more person to overcome the possible the risk in the future.

Overview of the Health Insurance Industry in Indonesia:
The health insurance industry in Indonesia has witnessed substantial growth and transformation over the years. It encompasses various stakeholders, including private insurers, social security agencies, and government-funded programs. A comprehensive understanding of the Indonesian health insurance landscape sets the stage for analyzing the sector's growth performance during different periods.

Financial Ratios and Performance Analysis:
Financial ratios serve as key indicators to assess the financial health, efficiency, and profitability of health insurance companies. A literature review of financial ratio analysis methods, such as liquidity ratios, profitability ratios, solvency ratios, and efficiency ratios, provides a framework for evaluating the growth performance of health insurers in Indonesia during the specified period.

Current Ratio
In research, the ratio is intended to measure liquidity, namely the current ratio (current ratio), because the current ratio is the ratio intended as a measure of strength the company is currently meeting its short-term expenses and paying attention to current assets a company to its current liabilities. In this case the debt is a burden one of which is a tax debt (Apriliana, 2022).

Measure the Current Ratio using the following formula.

$$Current\ Ratio = \frac{Total\ Current\ Assets}{Total\ Short\ Term\ Liabilities}$$

Cash Ratio
According to Nasyaroeka (2020), Cash Ratio (CR) is the intended ratio measure the power of a company how much cash is there for make debt payments. If the cash ratio rises, it can be said that the company is capable in paying all its obligations. If the cash ratio is high also proves the existence current assets that are not used properly resulting in a lack of profit or profit.

Measure the Cash Ratio using the following formula.

$$Cash\ Ratio = \frac{Cash\ or\ Equivalent}{Total\ Short\ Term\ Liabilities}$$

Solvability
One part of the existing risk is solvability. I mean, value Solvability continues to rise, proving that the investment risk will also be higher. Companies that have a small ratio, have a smaller solvency risk as well (Permana & Rahyuda 2018). The ratios that can be used as a measure Solvency Among others, Debt Ratio Debt Ratio is used to understand how much debt a person has companies are compared to their assets (Jufrizen et al., 2019).
Determine debt ratio using the following formula:

$$Debt\ Ratio = \frac{Total\ Debt}{}$$

Total Assets

Pre-Pandemic Growth Performance Analysis:
By examining the financial ratios and performance indicators of health insurance companies in Indonesia before the onset of the pandemic, this section aims to establish a baseline for comparison. Analyzing factors such as premium growth, claims ratios, expense ratios, and investment income enables an assessment of the sector's stability and growth potential.

Impact of the COVID-19 Pandemic on Health Insurance:
The COVID-19 pandemic presented unprecedented challenges to the health insurance industry globally. This section explores the unique effects of the pandemic on the Indonesian health insurance sector. It examines the changes in financial ratios, claim patterns, underwriting practices, investment strategies, and the overall financial stability of insurers during the pandemic period.

Growth Performance during the Pandemic:
By comparing the financial ratios and performance indicators of health insurers in Indonesia during the pandemic period with the pre-pandemic years, this section sheds light on the sector's resilience, adaptability, and growth potential. It discusses the measures taken by insurers to mitigate the impact of the pandemic and explores any emerging trends or opportunities that have arisen during this period.

The data of this research is based on the company's financial statements. The purpose of financial statements is to provide information concerning the financial position, performance and changes in the financial position of an entity that is useful for a large number of users in making economic decisions explained by Daryanto (2020). The annual Report as explained by Hayes (2020) is a document that public corporations must provide annually to shareholders, this report describes the company's operations and financial conditions.

Table 1 : Prudential Life Insurance Yearly Financial Report

No	Year	2018	2019	2020	2021	2022
1	Total Assets	78.9 T	80.7 T	76.3 T	72 T	61.3 T
2	Premi revenue	25.4 T	25 T	23.7 T	23 T	19.8 T
3	Managed Funds	72.1 T	74.5 T	70.2 T	66.6 T	57.7 T
4	Yearly paid claim	12.3 T	15.6 T	12.8 T	16.6 T	16.6 T
5	RBC	752%	678%	549%	479%	520%

Source : https://www.prudential.co.id/id/about-prudential-indonesia/financial-statement/

Regulatory Landscape and Policy Interventions:
Understanding the regulatory framework and policy interventions in the Indonesian health insurance industry is essential for comprehending the growth performance during the analyzed period. This section examines any regulatory changes or government initiatives that have

influenced the sector's growth trajectory and provides insights into the impact of these interventions.

The growth performance analysis of health insurance in Indonesia at financial ratios during the 2019-2022 period, with a focus on the pre-pandemic and pandemic years, highlights the industry's resilience, challenges, and growth potential. The findings of this literature review will contribute to a deeper understanding of the Indonesian health insurance sector's dynamics, offering insights for policymakers, industry stakeholders, and researchers to enhance the sector's performance and resilience in the face of future challenges.

2. Methodology

To analyze the financial growth of the insurance industry, several key factors need to be considered. These factors include revenue growth, profitability, market size, and trends in the industry. Here's a framework to conduct a financial growth analysis of the insurance industry:

-Revenue Growth:

Examine the historical revenue growth rates of insurance companies over a specific period.
Compare revenue growth rates of different insurance companies within the industry.
Analyze the factors that contribute to revenue growth, such as policy sales, premium rates, and market expansion.

-Profitability:
Assess the profitability metrics of insurance companies, including net profit margin, return on assets (ROA), and return on equity (ROE).
Compare the profitability ratios of insurance companies in the industry.
Analyze the factors influencing profitability, such as underwriting performance, investment income, and expense management.

-Market Size and Market Share:
Determine the overall market size of the insurance industry and its growth rate.
Analyze market share data for different insurance companies within the industry.
Assess the competitive landscape and identify companies that have gained or lost market share.

-Industry Trends and External Factors:
Identify key industry trends such as regulatory changes, technological advancements, and shifts in consumer behavior.
Evaluate how these trends impact the growth potential of the insurance industry.
Consider macroeconomic factors such as interest rates, inflation, and employment rates that may affect the industry's growth.

-Financial Strength and Solvency:
Assess the financial strength and solvency of insurance companies by analyzing key metrics like capital adequacy ratios and financial leverage.
Consider credit ratings assigned by reputable rating agencies.

Evaluate the ability of insurance companies to withstand adverse events and fulfill their obligations to policyholders.

-Investment Performance:
Examine the investment portfolios of insurance companies and their investment returns.
Assess the impact of investment performance on overall profitability and financial growth.
Consider the composition of investments, such as allocation to equities, bonds, and alternative assets.

-Future Outlook:
Consider forecasts and projections for the insurance industry's growth.
Evaluate potential risks and opportunities that may impact the industry's financial growth.
Assess strategic initiatives and innovation efforts within the industry.

By analyzing these factors, you can gain insights into the financial growth of the insurance industry and make informed assessments of individual companies operating within it. Keep in mind that conducting a thorough analysis may require access to financial reports, industry publications, and market research data.

3. RESULT AND DISCUSSION

Discussion:
The data presented in Table 1 provides insights into the financial performance of Prudential Life Insurance over the period from 2018 to 2022. The discussion below analyzes the key financial indicators and highlights the trends and patterns observed in the data.

Total Assets:
Prudential Life Insurance's total assets show a declining trend from 2018 to 2022. The company's total assets decreased steadily from 78.9 trillion in 2018 to 61.3 trillion in 2022. This decline could be attributed to various factors, such as changes in investment strategies, economic conditions, or adjustments in the company's business operations.

Premium Revenue:
The premium revenue generated by Prudential Life Insurance remained relatively stable during the analyzed period. There was a slight decrease from 25.4 trillion in 2018 to 19.8 trillion in 2022. This trend suggests that the company maintained a consistent level of premium income, although a gradual decline was observed. It would be worthwhile to investigate the factors influencing this decline in premium revenue and assess its impact on the company's overall financial performance.

Managed Funds:
Prudential Life Insurance's managed funds, representing the funds under the company's management for investment purposes, also exhibited a decreasing trend. The managed funds decreased from 72.1 trillion in 2018 to 57.7 trillion in 2022. This decline might indicate changes in the company's investment strategies or a decrease in the amount of funds entrusted to the company for management. Further analysis would be beneficial to understand the factors contributing to this decline.

Yearly Paid Claims:
The yearly paid claims by Prudential Life Insurance showed fluctuations throughout the analyzed period. There was an increase from 12.3 trillion in 2018 to 16.6 trillion in 2021, followed by a stabilization at the same level in 2022. The variation in paid claims could be attributed to factors such as changes in the number and severity of insurance claims, shifts in the insured population, or modifications in the company's claim settlement practices. Analyzing the drivers behind these fluctuations would provide insights into the company's claims management and its ability to handle varying claim volumes effectively.

RBC (Risk-Based Capital) Ratio:
The RBC ratio measures the capital adequacy of an insurance company and indicates its ability to absorb potential risks. Prudential Life Insurance's RBC ratio exhibited a declining trend from 2018 to 2022. The ratio decreased from a relatively high level of 752% in 2018 to 520% in 2022. This declining trend suggests a potential reduction in the company's capital buffer or an increase in risk exposure. Further examination of the company's risk management practices and capital allocation strategies would be beneficial to understand the drivers behind this trend.

Overall, the data analysis highlights important trends and patterns in Prudential Life Insurance's financial performance. The declining trend in total assets, premium revenue, managed funds, and RBC ratio raises questions about the company's financial stability and growth prospects. Exploring the underlying factors behind these trends, such as changes in investment strategies, market conditions, and business decisions, would provide valuable insights for understanding Prudential Life Insurance's growth performance during the specified period.

The analysis of Prudential Life Insurance's financial performance, contrasting the pre-pandemic years of 2018 and 2019 with the post-pandemic period of 2020-2022, reveals notable shifts and trends. The discussion highlights the key financial indicators, including total assets, premium revenue, managed funds, yearly paid claims, and the RBC ratio, to provide insights into the company's growth performance and response to the challenging circumstances.

During the pre-pandemic period, from 2018 to 2019, Prudential Life Insurance demonstrated a relatively stable financial position. Total assets remained relatively consistent, while premium revenue showed a slight decline. Managed funds remained relatively steady, indicating prudent investment management. The yearly paid claims increased during this period, suggesting higher claim volumes. The RBC ratio remained robust, reflecting the company's strong capital adequacy.

However, the post-pandemic years of 2020-2022 presented distinct challenges and shifts in Prudential Life Insurance's financial performance. The company experienced a decline in total assets, potentially influenced by changes in investment strategies or economic conditions. Premium revenue also decreased, indicating potential shifts in consumer demand or economic impacts. Managed funds declined, suggesting changes in the amount of funds entrusted for investment management. The yearly paid claims fluctuated, potentially influenced by changes in claim volumes and severity due to pandemic-related factors. The RBC ratio exhibited a declining trend, implying potential changes in the company's risk exposure or capital allocation strategies.

It is important to note that this discussion focuses solely on the data provided in Table 1. To provide a comprehensive analysis and draw more robust conclusions, additional information, such as industry benchmarks, qualitative factors, and external market conditions, should be considered in the overall analysis presented in the journal.

CONCLUSION

The growth performance analysis of health insurance in Indonesia at financial ratios during the 2019-2022 period, with a focus on the pre-pandemic and pandemic years, provides valuable insights into the industry's dynamics and response to the challenging circumstances. By analyzing key financial variables and ratios, this study has shed light on the financial health, efficiency, and profitability of health insurance companies in Indonesia.

During the pre-pandemic period, health insurers in Indonesia exhibited stable growth and financial performance. Premiums showed positive growth, indicating increasing demand for health insurance coverage. The analysis of financial ratios revealed favorable liquidity, profitability, and solvency indicators, signifying the overall stability and sustainability of the health insurance sector.

However, the COVID-19 pandemic brought significant disruptions and challenges to the health insurance industry. The analysis during the pandemic period highlighted the impact of the crisis on health insurers, including changes in claim patterns, increased expenses related to COVID-19 coverage, and potential investment challenges. Financial ratios indicated fluctuations and declines in certain indicators, reflecting the strain imposed by the pandemic on the financial performance of health insurers.

The contrast between the pre-pandemic and post-pandemic periods underscores the impact of the COVID-19 pandemic on Prudential Life Insurance's financial performance. The pandemic disrupted economic conditions, consumer behavior, and risk dynamics, influencing various aspects of the insurance industry. Prudential Life Insurance faced challenges in maintaining growth and profitability during this period.

Despite the challenges, the growth performance analysis also revealed the resilience and adaptability of health insurance companies during the pandemic. Insurers implemented strategies to mitigate the impact, such as adjusting underwriting practices, exploring digital platforms for service delivery, and diversifying investment portfolios. These efforts demonstrated the industry's ability to adapt to changing circumstances and find opportunities for growth even in challenging times.

The findings of this study contribute to a comprehensive understanding of the growth performance of health insurance in Indonesia. The analysis of financial ratios provides insights into the strengths and weaknesses of the sector, allowing policymakers and industry stakeholders to make informed decisions. The contrasting dynamics between the pre-pandemic and pandemic years underscore the importance of agility and preparedness in the face of unexpected crises.

It is important to note that this study has certain limitations. The analysis relies on publicly available financial statements, which may have inherent limitations in terms of accuracy and

comprehensiveness. The generalizability of the findings is limited to the health insurance industry in Indonesia and may not be directly applicable to other countries or sectors.

Future research could delve further into specific aspects highlighted by the analysis, such as the impact of government policies and interventions, consumer behavior changes, and long-term implications for the health insurance industry post-pandemic. Such research would provide a more nuanced understanding of the growth performance of health insurance and support the development of strategies to enhance the industry's resilience and responsiveness to future challenges.

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PT MD Pictures Tbk., Financial Performance Analyze from 2017-2021 Period

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ABSTRACT

The COVID-19 pandemic has had a significant impact on the film production industry. Due to lockdowns, social distancing measures, and restrictions on gatherings, many film productions were forced to halt or postpone their projects. This led to delays in shooting schedules, release dates, and overall production timelines. PT MD Pictures Tbk., is a leading film production company in Indonesia, pioneering other film companies to go public. This study aims to determine the company's financial performance at PT MD Pictures Tbk., by Manoj Punjabi and Dahamoo Punjabi for the 2017-2021 period. The research method used in this study is the entire annual financial report at MD Pictures, the sample in this study is the statement of financial position and profit / loss report of PT MD Pictures Tbk., 2017-2021 period. The data collection is using documentation technique. Based on the results of the analysis of financial performance at PT MD Pictures Tbk., which can be seen from the Financial Aspect in 2017-2021 The Company is increasing The Nett Profit by 2021.

Keywords: Financial Performance, Financial Aspect

INTRODUCTION

PT MD Pictures Tbk. is a production house founded on August 1, 2002, in Jakarta. MD is a leading film production company in Indonesia, pioneering other film companies to go public. Previously this company was named PT MD Media, but on April 3, 2009, the company changed its name to MD Pictures. The company conducted an initial Public Offering on July 25, 2018, of 1.307.770 ordinary shares with a nominal value of IDR 100 per share and an offering value of IDR 210 per share to the public. On August 7, 2018, the company was officially listed on the Indonesia Stock Exchange (Indonesia Stock Exchange, 2022).

The COVID-19 pandemic has had a significant impact on the film production industry. Due to lockdowns, social distancing measures, and restrictions on gatherings, many film productions were forced to halt or postpone their projects. This led to delays in shooting schedules, release dates, and overall production timelines.

Table 1. Total Profit/Loss PT MD Pictures Tbk., 2017-2021 Period.

YEAR	Current Assets IDR	Liability IDR	Equity IDR	Profit/Loss IDR
2017	34.875.649.094	53.454.436.872	146.331.811.643	60.880.592.307
2018	330.902.727.512	35.527.012.440	1.343.899.930.597	109.049.054.922
2019	285.842.664.988	22.346.446.482	1.414.824.939.772	60.956.713.925
2020	190.721.688.768	18.047.048.526	1.331.533.415.870	58.796.521.151
2021	184.001.472.264	41.891.954.034	1.258.218.867.165	30.136.148.579

Sumber: financial statements PT MD Pictures Tbk., 2017-2021period.

Interest in conducting research at PT. MD Pictures Tbk., because it is a successful business. However, have a look at the pattern throughout the previous four years of the pandemic.

The financial statements state differs from one another. Several ratios, including ROE, ROI, Cash Ratio (Cash Ratio), Current Ratio (Ratio Current), Collection Periods (CP), Inventory Turnover (PP), Total Turnover Asset/Total Asset Turn Over (TATO), and Ratio of Total Equity to Total Assets (TMS to TA), can be used to examine this in greater detail.

Researchers are interested in examining the level of soundness at PT MD Pictures Tbk., on areas of its finances, with the title "Financial Performance Analysis at PT MD Pictures Tbk.," based on the description above that has been put forward.

1. LITERATURE REVIEW

1.1 Financial Statements

Financial reports are an element of the financial reporting process, according to SAK (Financial Accounting Standards) / Indonesian Accounting Association (2018:1). A balance sheet, income statement, or statement of changes in financial position (which may be presented in several ways, such as a statement of cash flows or a statement of flows of funds), notes and other

reports, as well as explanatory material that is a crucial component of the financial statements, are typically included in complete financial statements.

1.2 Purpose Of Financial Statements

Financial statements are a systematic portrayal of the position and financial performance of a business, under SAK (Financial Accounting Standards)/Indonesian Accounting Association (2018:1). Financial reports' goal is: to give information on an entity's cash flows, financial position, and financial performance to aid the broadest possible range of users in making economic decisions.

1.3 Financial Performance

According to SAK (Financial Accounting Standards) / Indonesian Accounting Association (2018) stated that profit is often used as a measure of performance or as a basis for other measures such as return on investment or earnings per share (earnings per share).

1.4 Purpose of Financial Performance Measurement

Performance measurement is needed to improve operational activities in order able to compete with other companies. Financial performance analysis in the form of critical assessment and observation from counting, measuring, interpret, and provide solutions to the company's finances in the period certain.

2. Financial Ratio analysis

Financial Ratio Analysis is a quantitative analysis (based on numbers) used to evaluate various aspects of the operational and financial performance company based on the information contained in the financial statements companies such as balance sheets, cash flow reports statement and income statements.

2.1 Types of Financial Ratios

2.1.1 Liquidity Ratio

Current Ratio / Current Ratio according to Kasmir (2014: 134) is for measure the company's ability to pay short-term obligations or debts that are due immediately when billed in their entirety.

$$\textbf{\textit{Current Ratio}} = \frac{\textbf{Current Ratio}}{\textbf{Current Liabilities}} \textbf{\textit{x}}\ \textbf{100\%}$$

Cash Ratio according to Kasmir (2012: 138) is a tool for measures how much cash is available for use pay debts. Availability of cash can be seen from the availability cash funds or cash equivalents, such as savings in a bank or checking account (which one day can be withdrawn).

$$\textbf{\textit{Cash Ratio}} = \frac{\textbf{\textit{Monetary Asset}}}{\textbf{\textit{Current Liabilities}}} \textbf{\textit{x}}\ \textbf{100\%}$$

2.1.2 Profitability Ratio

Return On Equity according to Kasmir (2014: 204) serves to measure net profit after tax with own capital. This ROE ratio shows the efficient use of own capital. If this ratio the higher, the better. That means the position of the company will stronger, and vice versa.

$$ROE = \frac{Profit\ after\ Tax}{Owner's\ Equity}\ x\ 100\%$$

Return On Investment according to Sutrisno (2012:223) is a ratio that shows the company's ability to make a profit used to cover the investment issued. If ROI increases, the profitability ratio also increases so that it can affect the level of profit earned by investors.

$$ROI = \frac{EBIT + Depreciation}{Owner'sEquity}\ x\ 100\%$$

2.1.3 Activity Ratio

Inventory Turnover According to Kasmir (2010: 264), Inventory is the number of goods that must be provided by the company at a certain place. This means that there are a number of items provided company to meet production needs. And rotation inventory shows how many times the funds invested in these receivablesrotates in one period.

$$Inventory\ Turnover = \frac{Total\ Inventory}{Total\ Operating\ Income}\ x\ 365\ Days$$

Collection Periods according to Kasmir (2011: 176) is a ratio that is used to measure how long the collection of receivables is for one period or how many times the funds invested in these receivables rotate within one period.

$$Collection\ Periods = \frac{Account\ Receivable}{Total\ Operating\ Income}\ x\ 100\%$$

TATO/Total Asset Turnover according to Hanafi (2009:78) is for measuring the extent to which the company's ability to produce sales is based on the total assets owned by the company.

$$TATO = \frac{Total\ Income}{Capital\ Employed}\ x\ 100\%$$

Own Capital to Total Assets This ratio serves to show the importance of the source of the loan capital and the level of security owned by the creditor. The higher this ratio means the smaller the amount of loan capital used to finance company assets. This ratio also called the proprietory ratio that shows the level of solvency of the company with the assumption that all assets can be realized according to what is reported in the balance sheet.

$$Own\ Capital\ to\ Total\ Assets = \frac{Own\ \ Total\ Capital}{Total\ Assets}\ x\ 100\%$$

2.1.4 Decree of the Minister of State-Owned Enterprises

Assessment of soundness level in the decision of the Minister of Owned Enterprises State number KEP-100/MBU/2002 concerning Assessment of Health Levels State-Owned Enterprises in which there are three aspects Assessing the soundness level of BUMN companies is by measuring performance company in the financial aspect, operational aspect, and administrative aspect. The soundness level of BUMN is determined based on an assessment of performance company, one of which is the company's financial performance includes the assessment of financial aspects which are divided into 2, namely the assessment for BUMN Infrastructure (Infra) and BUMN Non Infrastructure (Non-Infra).

The following is the Decree of the Minister of SOEs number: KEP-100/MBU/2002 non infrastructure that has the following indicators and research weights:

Table 2 Ratio Indicators and Financial Aspect Weights

Indicators	Infrastructure Researh Weight	Non Infrastructure Research weight
ROE	15	20
Investment Return	10	15
Cash Ratio	3	5
Current Ratio	4	5
Collection Periods	4	5
Inventory Turnover	4	5

Assets Turnover	4	5
Ratio of own capital to total assets	6	10
Total Financial Research Weight	**50**	**70**

Source: Decree of the Minister of BUMN Number: KEP-100/MBU/2002

If the total weight is known then the next step is calculate the total score. The total score serves to determine the entry company in one of the categories of BUMN performance soundness assessment and can seen from the 8 ratios that have been determined in the Decree of the Minister of BUMN, then will be interpreted based on the category of performance soundness level assessment State-Owned Enterprises, as follows:

Table 3 Categories Health Level of Company Financial Performance or Company Soundness Level

Category	Predicate	Score
Healthy	AAA	>95
Healthy	AA	80 < TS < 95
Healthy	A	65 < TS < 80
Less Healthy	BBB	50 < TS < 65
Less Healthy	BB	40 < TS < 50
Less Healthy	B	30 < TS < 40
Unhealthy	CCC	20 < TS < 30
Unhealthy	CC	10 < TS < 20
Unhealthy	C	TS < 10

Source: Decree of the Minister of BUMN Number: KEP-100/MBU/2002

2.2 Research Methods

Variable And Research Design

In the study entitled "Financial Performance Analysis at PT. MD Pictures Tbk., the type of research used is a type of research quantitative, while data collection techniques to obtain the required data, namely documentation techniques. As for the inner population this research is the entire annual financial report at PT. MD Pictures Tbk., and the sample in this study is the balance sheet and profit/loss report of PT. MD Pictures Tbk., period 2017-2021.

To analyze the data that has been collected from research results, the author using the method from the Ministry of State-Owned Enterprises based on its financial aspects Decree of the Minister of BUMN No. KEP-100/MBU/2002, Namely:

1) Return on Equity (ROE) to shareholders
2) Return on Investment (ROI)
3) Cash Ratio
4) Current Ratio
5) Collection Period (CP)
6) Inventory Turnover (PP)
7) Total Asset Turn Over (Tattoo)
8) Ratio of Total Equity to Total Assets (TMS to TA)

3. RESULTS AND DISCUSSION

Table 4 Health of PT MD Pictures Tbk., based on Financial Aspect

Financial Aspect	2017	Score	2018	Score	2019	Score	2020	Score	2021	Score
ROE	41,60	20	8,11	12	4,31	7	4.42	7	2,40	4
ROI	41,2	15	8,1	7,5	4,3	4	4,4	4	2,4	3
Cash Ratio	0,64	0	9,30	1	12,74	3	10,48	2	4,36	0
Current Ratio	0,652	0	9,314	0	12,791	0	10,568	0	4,392	0
Collection Period	133	3,5	69	4.5	104	4	71	4,5	34	5
Inventory Turnover	0,1	0	116,2	4	100,6	4	65,7	4,5	73,9	4,5
Total asset	0,8	3	0,2	3	0,2	3	0,1	3	0,2	3
Total Equity to Total asset	0,72	0	0,97	0	0,98	0	0,98	0	0,96	0
Total Score		41,5		32		27		25		19,5

Source: Data processed based on SOE Ministerial Decree No.KEP-100/MBU/200

From the results of the assessment on the financial aspect have decrease from 2017 to 2021. Overall weighted consecutively within five years, 41,5, 32, 27, 25, 19.5. According to PT. MD Pictures Tbk., Financial performance in year 2017 experienced an increase from the previous year and decreased in the following years due to several factors: One of these is because of the COVID-19 pandemic, which has had a major effect on the movie-making sector. Filmmaking has been halted or put on hold as a result of lockdowns, social isolation policies, and gathering bans. This caused delays in the production timeline as a whole as well as in the filming and release dates. Therefore, it affects the revenue generated by PT MD Pictures Tbk.,

Based on the analysis that has been done, it shows that the level health PT. MD PicturesTbk., in 2017 earned a total score of 41.5 by getting the BB category which means Unhealthy, for years 2018 total score of 32 experienced a decrease in accumulation with category B which meaning that it is not healthy, then in 2019 it will again experience a decline accumulation with a total score of 27 with the CCC category which means unhealthy, in 2020 the total score of 25 this year has experienced a decrease in accumulation with the CCC category which means unhealthy, while in in 2019 the total score of 19.5 this year experienced a very drastic accumulation decrease compared to the previous year, with the CC category which means less Healthy. It can be seen from these results every year PT MD Pictures experienced a decline in health levels, starting from 2017 to 2021 say the health condition of MD Picture Tbk, is Unhealthy.

CONCLUSION AND RECCOMENDATION

Conclusion

According to the assessment's findings, from 2017 to 2021, the financial aspect has decreased. Overall weighted over the course of five years: 41,5, 32, 27, 25, 19,5, and so forth. In 2017, financial performance increased from the year before and fell in the years that followed, according to PT. MD Pictures Tbk. These variables include: One of them is the COVID-19 epidemic, which has had a significant impact on the film industry. Lockdowns, social isolation regulations, and gathering bans have all caused film production to stop or be placed on hold. This pushed back the filming and release dates as well as the entire production schedule. As a result, it has an impact on the income earned by PT MD Pictures Tbk.

According to the analysis, the health level of PT. MD PicturesTbk., in 2017 earned a total score of 41.5 by receiving the BB category, which means Unhealthy, for years 2018 total score of 32 experienced a decrease in accumulation with category B, meaning that it is not healthy, then in 2019 it will once again experience a decline accumulation with a total score of 27 with the CCC category, which means unhealthy, while in 2021 the total score of 19.5 this year experienced a very drastic accumulation decrease compared to the previous year, with the CC category meaning less Healthy, the total score of 25 this year has experienced a decrease in accumulation with the CCC category which means unhealthy. From 2017 to 2021, it is clear from these data that PT MD Pictures' health levels have been declining, and that the company's current state of health is unhealthy.

Recommendation

Results from PT. MD Pictures Tbk.'s financial component dropped from 2017 to 2021. The corporation must ideally conduct business once more in order for ROE and current ratio to increase and maximize once more in the upcoming years, and performance must be enhanced in order for earnings to rise in the upcoming year.

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The Effect of The Apprenticeship Program on The Employer's Intention to Hire SMK Graduates: As Seen in The Evidence in MM2100 Industrial Town, Bekasi

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ABSTRACT

BPS data shows that Indonesia's economic performance in 2022 has returned to pre-pandemic levels, above 5% YoY. This trend opens job opportunities for Indonesian, which positively contributes to lower unemployment from 6,49% to 5,86% in 2022 nationally. Bekasi Regency, the largest industrial area in Southeast Asia and a buffer zone for the capital city of DKI Jakarta, also experienced a declining unemployment trend from 2020 to 2021. However, the unemployment rate is increasing from 10,09% to 10,31% in 2022. The most significant contributor to unemployment comes from the graduates of Vocational High Schools (Sekolah Menengah Kejuruan/SMK). The unemployed population from SMK reached 14,63% in 2022. To cope with this issue, the government, in cooperation with companies, actively absorbs labor from SMK graduates through apprenticeship programs. Once they complete the program, they will receive a completion certificate from the companies, and they will be able to be recruited directly as workers by companies that conduct apprenticeships. Therefore, this program plays a significant role in decreasing unemployment. Nevertheless, much controversy exists about the relationship between apprenticeship programs and managers' intention to hire SMK graduates. This research would like to analyze how apprenticeship impacts the intention to hire SMK graduates. This paper is quantitative research with t 102 sampling of SMK graduates in the Bekasi area, using a non-probability purposive sampling method. The findings show that apprenticeship plays a critical role directly toward the intention to hire but is not significant as a moderating variable.

Keywords: Apprenticeship Program, Intention to Hire, Vocational High Schools, Unemployment

1. INTRODUCTION

Based on the data from The Central Statistics Agency (BPS), Indonesia's economic growth throughout 2022 was 5.31% on an annual basis or Year on Year (YoY), or much higher than growth in 2021 which was 3.70% YoY. (Perekonomian, 2023). This growth had a positive impact on the lower unemployment rate in Indonesia. The BPS noted that the number of unemployed people in Indonesia was monitored at 5.86% in August 2022. Therefore, when compared to the same period a year earlier, the number of unemployed in Indonesia was recorded to have decreased. In August 2021, the number of unemployed people in Indonesia was 9.1 million or 6.49% (BPS, 2022). The above trend was followed by West Java province. The BPS West Java noted that this province's unemployment rate had decreased yearly. The latest BPS data shown that the percentage is decreasing to 8.31% by 1.51 points compared to August 2021, which was 9.82%. The decline is higher than the national data (BPS, 2022). The reason is West Java has many job opportunities, but there are also many enthusiasts (JabarProv, 2023).

Unlike the unemployment rate trend in Indonesia and West Java, the unemployment rate in Bekasi is getting higher. BPS records that the number of unemployment in Bekasi Regency reached 203,000 people in 2022. This number has increased compared to 2021, which was 197,000 people or from 10.09% in 2021 to 10.31% in 2022 (Prokopim, 2023). The Head of the Bekasi Regency Manpower Office, Edi Rohyadi, acknowledged that there were difficulties in reducing the unemployment rate in Bekasi. One of the reasons is the wave of job seekers from outside the region who keep arriving (Liputan6, 2023). According to him, Bekasi - the largest industrial area in Southeast Asia as well as a buffer zone for the capital city of DKI Jakarta - is often the target of many job seekers from outside the region, i.e., fresh graduates.

From the point of view of education background, BPS reports that most of the unemployment in Indonesia comes from the group of graduates from Vocational High Schools (Sekolah Menengah Kejuruan, SMK). The unemployed population from SMK reached 10.38% in February 2022 (CNBC Indonesia, 2022). It is an irony because SMK graduates are designed to work immediately once they are graduated from school. In reality, they are not. This is because they are not prepared in accordance with market demand, mainly because the training curriculum has not been aligned with the dynamic needs of the workplace; thus, there is a gap in competence between those provided by educational institutions and market demand (Cho, Erdem, & Johanson, 2007; Subramonian, 2008). Coping with the issue, the West Java provincial government, in cooperation with companies, actively absorbs labor from SMK graduates through Vocational Education and Training (VET), i.e., apprenticeship. This program has been proven in many countries to meet the demands of society (Deissinger, 2011; Payne, 2002; Steedman, 2012).

Therefore, in Indonesia, this initiative is fully supported by the central government. On December 23rd, 2016, President Jokowi witnessed the National Apprenticeship Declaration organized by the Ministry of Manpower, the Chamber of Commerce and Industry (Kadin), and the Indonesian Employers' Association (APINDO), in the Karawang International Industrial City area, Karawang, West Java. 2,648 companies in West Java attended the program (Sekretariat Kabinet Republik Indonesia, 2016). However, until 2022, SMK graduates are still the biggest contributor to unemployment even though the central government has set up a National Apprenticeship Program. The central government regulated this program through the

regulations of the Ministry of Manpower (Permenaker) No. 36 of 2016, which was later revised to Permenaker No. 6 of 2020.

2. RESEARCH GAP

It is not conclusive that the Apprenticeship Program has always positively impacted labor absorption in a country or region. And most perspectives come from the government or academics. However, the employers' perspective on the apprenticeship program has not been explored much. It's the employers who make final decision on who will be hired in the company as per their manpower planning. Therefore, their perspective on this program is precious to measure its effectiveness and impact on their hiring decisions, especially on SMK graduates who have attended the Apprenticeship Program in Indonesia.

3. RESEARCH QUESTION

According to the identified problem, this research will answer the following 7 (seven) research questions:

1. How does the Attitude towards SMK graduates affect the Intention to Hire SMK graduates?
2. How does the Subjective Norms (SN) affect the Intention to Hire SMK graduates?
3. How does the Perceived Behavioral Control (PBC) affect the Intention to Hire SMK graduates?
4. How is the moderating effect of the Apprenticeship Program on the Attitude towards SMK graduates on Intention to Hire SMK graduates?
5. How is the moderating effect of the Apprenticeship Program on the Subjective Norms towards SMK graduates on Intention to Hire SMK graduates?
6. How is the moderating effect of the Apprenticeship Program on the Perceived Behavioral Control towards SMK graduates on Intention to Hire SMK graduates?
7. How does the Apprenticeship Program affect the Intention to Hire SMK graduates?

4. LITERATURE REVIEW

4.1. Theory of Planned Behavior (TPB)

The TPB is a theory that has been used to predict and explain individual behaviors (Ajzen, 1991). To be specific, this is one of the theories that are primarily used in measuring employer's Attitude, intentions, and behaviors to hire employees (Ajzen, 2011; Khasni, Kesminder, & Chuah, 2021; Elhoushy & El-Saida, 2020; Laua, Keongb, & Luenc, 2018; Piramanayagam & Seal, 2020). There are five primary components in TPB. They are (1) attitude, (2) subjective norms, and (3) perceived behavioural control which is presumed to impact (4) behavioural intentions and affected (5) behavior (Ajzen, 1991). The TPB model stipulates that the intention to perform a specific behaviour is stronger when the attitude and subjective norm are more positive and perceived behavioural control is higher (Ajzen, Davis, Saunders, & Williams, 2002).

4.2. Attitude

In the TPB Model, the first factor is attitude. Attitude refers to a person's beliefs regarding the numerous consequences he or she might experience from performing a

particular behaviour. Cheng, Lam, and Hsu (2006) state that before an individual commits to a specific behaviour, they tend to assess the advantages and costs resulting from the behaviour they are about to commit. Once an individual is confident that their attitude would contribute to a positive outcome, there is a higher possibility that they would commit to the behaviour (Ajzen, 1991; Cheng et al., 2006; Han, Hsu, & Sheu, 2010).

4.3. Subjective Norms (SN)

Subjective norms are characterised as "the perceived social pressure to perform or not to perform the behaviour" in question (Ajzen, 1991). A similar definition was also provided by Chang (1998). This factor indicates the beliefs about the normative norm of significant others. Significant others refer to family members, close friends, colleagues, or business partners (Ajzen, 2002). Thus, an individual's motivation to communicate throughout a particular behaviour is dictated by the perceived preferences of their close ones.

4.4. Perceived Behavioral Control (PBC)

The last factor in the context of the TPB model is perceived behavioural control. Ajzen (1991) refers to perceived behavioural control as the perceived ease or difficulty when an individual experience performs a specific behaviour. Han et al. (2010) also indicated that perceived behavioural control appraises 'the perception of how well one can control factors that may facilitate/constrain the actions needed to deal with a specific situation'. Actual behavioural control may encompass skills and environmental limitations, and it is concluded to impact perceived behavioural control and moderate the intention-behaviour relationship.

4.5. Behavioral Intention

Behavioral intention was defined as a measure of relationships between an individual and some actions, and how hard he was willing to perform the actions, and that behavioral intention was an individual's decision or commitment to perform a given behavior. When an intention to perform a particular act was high, the likelihood of such actions was equally high (Ajzen & Fishbein, 1980; Fishbein & Ajzen 1975).

4.6. Apprenticeship Program

Apprenticeship is the oldest learning method known in vocational education and is still widely used today. One of the targets of this program is job readiness, especially targeting the fresh graduates. Apprenticeship provides work experience and provides skills training according to the competencies needed by the industry (Mahfud et al., 2017). In other words, apprenticeship is work-based training to gain technical and non-technical work experience so that fresh graduates are ready to work. At the end of the program, they will get recognition or competency certification that is trained in the workplace.

By conducting apprenticeship program, there are many benefits for the stakeholders, i.e. government, company and the apprentice. For the government, there will be a number of workforce in Indonesia who are suitable with the needs of the industry and the technology development. Therefore, it would increase the nation competitiveness in compared to the other countries.

4.7. Hypothesis Development

4.7.1. Attitude towards SMK graduates

In general, employers are complaining that graduates are unable to fulfil their needs in the uncertain environment of the current market (Salina, Nurazariah, Noraina Mazuin, & Jegatheesan, 2011). This research is supported by Harvey, Moon and Geall (1997), who found a skills gap between employer requirements and the graduates from the educational system.

In term or hiring SMK graduates, there are several factors causing vocational school graduates are not the preferred ones to be hired by the employers, namely: (a) Industry commonly seeks workers experienced in their fields; (b) Industry always complains that vocational graduates have no good skills, easy to give up when the situations in workplace are changing (Hanafi, 2012). In addition, the SMK graduates were believed to be not ready to enter the workplace because of their lack of work experience, and the readiness of graduates to work was considered low (Sasmito, Panji, Kustono, & Patmanthara, 2015).

For the purpose of this study, the following hypotheses was formulated:

H1: The Attitude towards SMK graduates affects the Intention to Hire SMK graduates

4.7.2. Subjective Norms about SMK graduates

Subjective Norm is defined as a person's perception that most people who were important to him thought he should or should not perform the behavior in question (Ajzen, 1991). The expectation of such important persons close to him often added pressure to the desired behavior; hence, high subjective norm often resulted in the individual's high willingness to perform the desired action (Vansteenkiste et al., 2015). Therefore, subjective norm is a measurement of the individual's perceived social pressure from people of important references as to whether he should or should not perform a particular act.

Employers, even though not believe in the skills acquired by SMK graduates, they basically still prefer the latter due to strong focus on practical skills and the fit of the studies with labor market demands compared to the general high school graduates (Breen, 2005; Müller & Gangl, 2003; Shavit & Müller, 1998). In countries with strong vocational systems (i.e. Netherlands and Germany), a vocational degree seems to offer more reliable information about immediate employability and productivity than a general education pathway (Bol & van de Werfhorst, 2011; Di Stasio & van de Werfhorst, 2016). Therefore, the employers still prefer to hire vocational school graduates compared to general school.

For the purpose of this study, the following hypotheses was formulated:

H2: The Subjective Norms toward SMK graduates affects the Intention to Hire SMK graduates

4.7.3. Perceived Behavioral Control over SMK graduates

Fishbein and Ajzen (2011) indicated that despite stronger intentions contribute to the higher feasibility of performing a behaviour, when actual behavioural control is low, for example, lack of essential skill or presence of environmental barriers, individuals that could be hindered from actualising their intentions. Therefore, it is confirmed that perceived behavioral control is related to behavioral intention, and that the correlation is significant (Armitage & Conner, 2001).

Employers are under pressure when making hiring decisions because they have to finalise the most suitable candidate for the job description (Dwoskin, Squire, & Patullo, 2013). Hiring decisions inevitably involve taking chances, and if the individual that they have hired does not meet their expectation, the employers are the ones that must bear the responsibility. To cope with this challenge, the future workers must have the employability skills which are needed for someone's success in the workplace (Werner, 1995). This skill is a must have to face changes in the working market demands (Sumarno, 2008). Nevertheless, SMK graduates are seem of not ready to work because of lack of skill and work experience (Sasmito, Panji, Kustono, & Patmanthara, 2015).

In the present study, perceived behavioral control is defined as the perception of employers on how easy or difficult for them on the availability of resources to intend the hiring of SMK graduates for their companies. The skills acquired by SMK graduates will help the employers to make decision whether to hire or not the graduates. Based on the above, the hypotheses was formulated as below:

H3: The Perceived Behavioral Control (PBC) toward SMK graduates affects the Intention to Hire SMK graduates

4.7.4. Effect of Apprenticeship Program towards Attitude, Subjective Norms, Perceived Behavioral Control, and Intention to Hire SMK graduates

The researcher hardly found the direct research related to the effect of apprenticeship program towards Attitude, Subjective Norms, Perceived Behavioral Control, and Intention to Hire SMK graduates. But a number of studies has shown that secondary level education systems, combining school-based vocational education with employer-provided, apprenticeship training, have a positive track record in helping the school to work transition process, lowering the unemployment rate, and increasing the quality of work (Daniel, 2013; Rosenbaum et al., 1990; Müller and Shavit, 1998; Shavit and Müller, 2000; Ryan, 2001; Breen, 2005; Wolbers, 2007; Wolter and Ryan, 2011; Piopiunik and Ryan, 2012).

Based on the study of Hanafi (2012) and Sasmito et al (2015), the challenge for education in SMK is how to create learning activities providing knowledge, skills and learning experiences and these activities are in line with the demand in a business and an industry. They mentioned that work experience can only be obtained if students are involved intensively in the apprenticeship program, or directly involved in activities on the business or industry. Scholars also convey that apprenticeship is a training program that provides real work experience in the industry (Andersson et al., 2015; Mahfud et al., 2017; Sharpe & Gibson, 2005).

By having the real work experience, the apprentice will be able to gain employability skills which is defined as "ability to find a job and to be employed" (Nilsson, 2010). It refers to skills such as understanding concepts and personal attributes that make graduates preferred and successful in their careers, along with the ability to benefit the workforce, community and economy in which they serve (Moreau & Leathwood, 2006). There are two types of employability skills, i.e. subject skills and transferable skills (Cox & King, 2006).

Once they have acquired employability skills through apprenticeship program, the attitude and PBC towards SMK graduates will be changed. Based on the above, the hypotheses was formulated as below:

H4a: The Apprenticeship Program moderates the effect of Attitude towards intention to hire SMK graduates

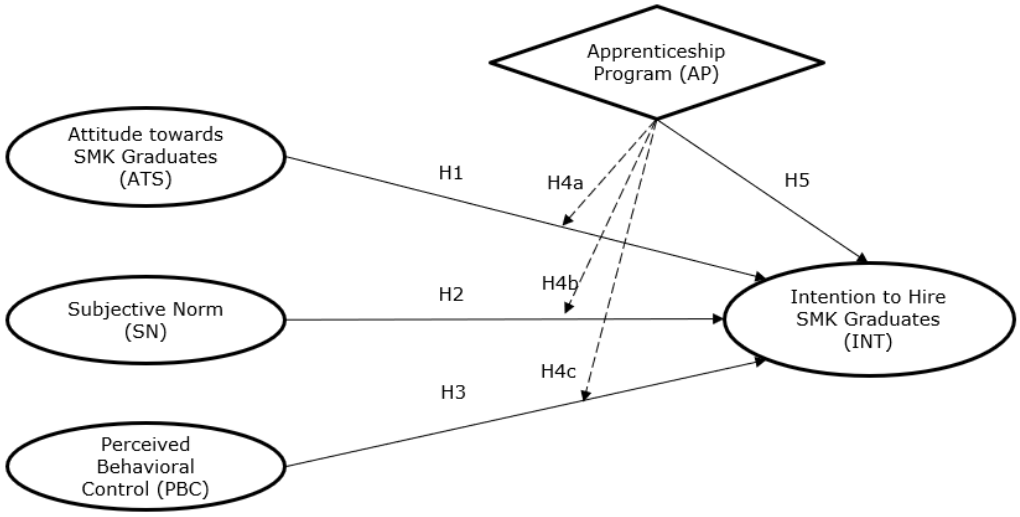
H4b: The Apprenticeship Program moderates the effect of Subjective Norms towards intention to hire SMK graduates

H4c: The Apprenticeship Program moderates the effect of PBC towards intention to hire SMK graduates

H5: *The Apprenticeship Program affects the intention to hire SMK graduates*

4.8. Research Framework

Based on the literature reviewed here, a conceptual model, was developed, which treats attitude towards SMK graduates, subjective norm, and perceived behavioral control, apprenticeship program as the independent variables; intention to hire SMK graduates as the dependent variable.



Based on the framework, the hypothesis are:

H1: The Attitude towards SMK Graduates affects Intention to Hire SMK graduates

H2: The Subjective Norms toward SMK Graduates affects Intention to Hire SMK graduates

H3: The Perceived Behavioral Control (PBC) toward SMK Graduates affects Intention to Hire SMK graduates

H4a: The Apprenticeship Program moderates the effect of Attitude towards intention to hire SMK graduates

H4b: The Apprenticeship Program moderates the effect of Subjective norms towards intention to hire SMK graduates

H4c: The Apprenticeship Program moderates the effect of PBC towards intention to hire SMK graduates

H5: The Apprenticeship Program affects the intention to hire SMK graduates

5. RESEARCH METHODS

This research is quantitative research by examining the relationship among variables, with assumptions in creating a hypothesis based on a deductive approach that include bias protections, adapting for various theories, and the ability to generalize and reproduce the results as critical considerations. The types of data and information used in this study are primary data and secondary data. In this study, primary data were obtained directly from questionnaires that respondents had filled in. Meanwhile, secondary data is the source of research data obtained by searching for and collecting materials from BPS data, books, reports, brochures, and other data previously collected by others.

As for the primary data, the information will be gathered from a questionnaire filled out by respondents through an online form (spread of Google form). The target respondents will be the employers who made a decision on who will be accepted to work in the company. Before the questionnaire was distributed to respondents, a pilot test was conducted to test 1) validity and 2) reliability. This study's population is the employers/decision makers in the companies in Kawasan Industri MM2100, Bekasi. The sampling method used in this research is non-probability sampling. In non-probability sampling, the respondent has no known or predefined likelihood of being chosen as a sample subject in non-probability sampling (Bougie & Sekaran, 2019).

6. FINDINGS, ANALYSIS, AND DISCUSSION

The study utilized Cronbach's alpha reliability coefficients to assess internal consistency, with a value of 0.70 or higher being considered acceptable. For this pilot study, a minimum level of reliability was established at a Cronbach's alpha value of 0.70. Pearson's Correlation was used to determine survey validity, with a value of 0.30 or higher being considered a moderate to strong connection. The pilot study was conducted from May 3rd, 2023 to May 4th, 2023 with a target of 30 respondents. Actual data collection resulted in 36 respondents with valid and reliable result.

The respondents were the employees who have experience in recruiting new employees and working at Kawasan Industri MM2100. The total of respondents was 102 who met three main criteria: (1) has been working at least 6 months in the company, (2) the minimum position is team leader level, (3) have experienced on hiring SMK graduates. They were the employees in company starting from the team leader level to director and had experience of hiring SMK graduates. The data collection was supported by the HR community in the industrial area. They shared the questionnaire with their company team from May 6th, 2023, to May 12th, 2023.

After checking and measuring all the data through PLS-SEM, author found the following result:

Hypothesis	Relationship	Path coefficient	t Statistics	p Values	Results
H1	ATT -> INT	0.161	1.677	0.094	H not supported
H2	SN -> INT	0.297	2.635	0.008	H supported
H3	PBC -> INT	0.369	3.146	0.002	H supported
H4a	AP x ATT -> INT	-0.091	0.800	0.424	H not supported

H4b	AP x SN -> INT	-0.068	0.661	0.509	H not supported
H4c	AP x PBC -> INT	0.101	0.907	0.365	H not supported
H5	AP -> INT	0.217	3.213	0.001	H supported

7. CONCLUSION AND RECOMMENDATION

The findings suggest that Attitude (ATT), Subjective Norm (SN), Perceived Behavioral Control (PBC), and Apprenticeship Program (AP) have a positive influence on the intention to hire SMK graduates. However, the AP does not have a significant impact as a moderating variable on ATT, SN, and PBC in relation to the intention to hire.

According to the Importance Performance Matrix Analysis (IPMA), Perceived Behavioral Control is deemed the most crucial variable among all the presented ones. However, there are opportunities for improvement to enhance its contribution to the intention of hiring SMK graduates. Employers in Kawasan Industri MM2100 assert that they could aid in hiring more SMK graduates in the future if they are granted the authority to do so. It is also necessary to equip these employers with the knowledge and skills required to effectively and efficiently recruit them. This will enable companies to onboard capable new employees. Additionally, they perceive this program as highly significant for graduates to acquire the necessary soft skills and hard skills.

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The Effect of Independent Commissioners, EVA, and ROA on Firm Value

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ABSTRACT

This research aims to measure influence of the number of independent commissioners, Economic Value Added (EVA), and Return on Assets (ROA) on the firm value. Multiple regression analysis is used as the method of analysis, and sampling is done using purposive sampling. The total sample consists of 202 samples from 45 consumer goods sector companies for the period of 2015-2019. The results of this research indicate that the number of independent commissioners, EVA, and ROA have a significant influence on the value of consumer goods sector companies listed on the Indonesia Stock Exchange (IDX) for the period of 2015-2019.

Keywords: Economic Value Added, Firm Value, Independent Commissioners, Return On Assets

INTRODUCTION

The rising number of companies listed on the Indonesia Stock Exchange (IDX) each year reflects a growing trend of public companies in Indonesia. Based on IDX data, as of the end of 2020, there were 713 companies trading their shares on the IDX. This figure has continued to increase over time, with the number reaching 833 companies as of January 2023. This indicates that more companies realize the importance of having investors to expand their business through share trading. Furthermore, according to data from PT Kustodian Sentral Efek Indonesia (KSEI), the number of investors in the Indonesian capital market experienced a 37.53% growth in 2022 compared to the end of 2021. Nevertheless, this surge must be accompanied by investors' ability to choose high-quality companies, prompting businesses to seek ways to enhance their overall quality.

The majority of companies rely on significant capital to fund their operational activities with the expectation of attaining substantial profits. This holds true for manufacturing companies as well, which engage in large-scale processing of raw materials into finished goods for public sale. Investment in the manufacturing sector escalated from IDR 272.9 trillion in 2020 to IDR 325.4 trillion in 2021. In comparison, the investment realization in this sector amounted to IDR 215.9 trillion in 2019 (Kementerian Perindustrian, 2022). Manufacturing companies strive to uphold their firm value as a means to attract investors. In essence, every company aims to enhance and optimize its firm value. The value of a company acts as a market indicator to evaluate its overall performance and serves as a reference for assessing its future prospects (Karmawan & Badjra, 2019). Stock prices can serve as an indication of a company's value. A higher projected value, as reflected in stock prices, typically corresponds to increased prosperity for shareholders.

Stock price is considered one of the indicators of firm value. It holds significant importance for investors when making financial decisions. Numerous studies have demonstrated that stock price, as a measure of firm value, is influenced by various variables, including Earnings per Share (EPS), Net Profit Margin (NPM), Return on Equity (ROE), Dividend Payout Ratio (DPR), Return on Assets (ROA), Economic Value Added (EVA), and others (Anindya & Habibie, 2022; Onggrasari & Prasetyo, 2020; Sobana, 2021). However, there are three variables—ROA, EVA, and the number of independent commissioners—that exhibit inconsistent effects on stock prices. Despite their inconsistent effects, these variables are crucial in assessing company performance.

Stock prices can be influenced by various factors, including Return on Assets (ROA). ROA is an indicator that reflects the efficiency of generating profits from a company's assets. Studies conducted by Muhammad (2022), Rahim (2020), Karlina et al. (2019), and Krisnando (2019) have consistently demonstrated the impact of ROA on firm value. However, these findings contradict the research conducted by Suri et al. (2020), which suggests that ROA does not have an impact on firm value. On the other hand, Economic Value Added (EVA) is a factor that influences firm value as it measures the effectiveness of capital utilization in creating value for shareholders. A positive EVA signifies that a company has achieved a higher return relative to its capital, thereby creating value. However, contrary to existing theories, research conducted by Sella & Binastuti (2021) argues that EVA does not have an impact on firm value. This perspective is further supported by Mikrad & Syukur (2019), who also assert that EVA does not influence firm value.

In Indonesia, the implementation of Good Corporate Governance (GCG) has been mandated by the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011. This regulation pertains to the implementation of good corporate governance in state-owned enterprises, demonstrating the government's commitment to promoting GCG practices in existing

companies. A crucial component of GCG is independent commissioners who play a vital role in overseeing company policies, evaluating performance, and safeguarding the interests of all stakeholders. According to Financial Services Authority (OJK) Regulation No. 33/POJK.04/2014, it is stipulated that the number of independent commissioners must be at least 30% of the total number of members on the board of commissioners. Mishra & Kapil (2018) assert that the number of independent commissioners has an impact on firm value. However, these findings contradict the studies conducted by Lestari, Santoso, and Hermanto (2020) and Laksono & Kusumaningtias (2021), which suggest that the number of independent commissioners does not affect firm value.

The inconsistent findings from previous research regarding the impact of the number of independent commissioners, EVA, and ROA on firm value have spurred researchers to pursue further research. This subsequent research involves altering one independent variable, modifying the company sector, and adjusting the period under research. The objective of this research is to measure the influence of the number of independent commissioners, EVA, and ROA on firm value. The following is the hypothesis used in this research: (1) H1: The number of independent commissioners affects Firm Value, (2) H2: Economic Value Added affects Firm Value, (3) H3: Return on Asset affects Firm Value. By comprehending the roles of these variables, companies can allocate more attention to factors that influence their firm value. Additionally, companies can acquire a broader understanding of the variables that potentially contribute to the enhancement of their firm value.

1. . THEORETICAL BASIS

1.1 Literature Review

AGENCY THEORY

This research used agency theory. Agency relationship is defined as a contract in which one or more individuals (principals) engage another person (agent) to perform a service on their behalf, involving the delegation of decision-making authority to the agent (Jensen & Meckling, 1976). Agency conflict arises when there are conflicting interests between the owners (principals) and the management (agents). Essentially, management is responsible for optimizing the profits that the owners will receive, but management also has its own interests in improving their well-being so that agency conflicts arise. Similar research has been conducted by several researchers using agency theory, such as Badjra and Karmawan (2019) and Bakhtiar & Rokhayati (2023).

Independent Commissioners

Independent commissioners are one of the components considered in the implementation of Good Corporate Governance (GCG). Independent commissioners consist of individuals who do not have any affiliations with related parties. Related parties are those who have business and family relationships with controlling shareholders, other members of the Board of Directors and Board of Commissioners, as well as with the company itself (KNKG, 2006). The function of independent commissioners is to protect and oversee parties outside of management, mediate disputes that occur among internal managers, provide advice to management, and oversee management policies.

Economic Value Added

Economic Value Added is a method used to measure the economic profit of a company, stating that prosperity can only be achieved when a company is able to cover operating costs and capital costs. Economic Value Added (EVA), besides being a performance measurement tool for a company, can also be used as the basis for providing bonuses to employees in each division that has a positive EVA (Nilawati, 2004). A high value of Economic Value Added will increase the company's value, thus attracting investors to invest in its shares.

Return on Asset

Return on Asset (ROA) is a ratio used to measure a company's ability to generate net profit using its assets (Eugene F. & Joel F., 2018). ROA can be used to assess a company's performance efficiency and assist investors in evaluating the company's future prospects. A consistently increasing ROA value indicates that a company's profit generation is very good (Reza F. et al., 2023).

Company Value

Company value reflects the performance of a company as indicated by the stock price formed through supply and demand in the capital market, which reflects the assessment of the public towards the company's performance. In this study, company value refers to the stock price. For companies that offer shares to the public, the company's value will be reflected in its stock price (Sutama & Lisa, 2018). Generally, companies aim to increase their value because a higher company value reflects a positive outlook for the company's future. Company value is important to consider as it provides insights into the company's financial performance and helps investors make investment decisions.

1.2 Hypothesis Development and Framework

The presence of independent commissioners can enhance supervision quality as they are not affiliated with the company, which can influence decision-making. Companies with a higher proportion of independent commissioners will result in an increase in company value as the interests of shareholders will be aligned (O'Sullivan, 1997). Bellamalini et al. (2022) and Mishra and Kapil (2018) state that independent commissioners have a positive impact on company value. However, the research conducted by Lestari, Santoso, and Hermanto (2020) and Kusimaningtias and Laksono (2021) have contradictory results, stating that the number of independent commissioners does not affect company value.

H1: The number of independent commissioners affects company value.

Economic Value Added (EVA) is a measure of the economic value generated by a company as a result of its management activities or strategies (Wiagustini, 2014). A high EVA value in a company will impact the creation of value-added, which can increase company value. Improvements in company performance to generate value-added contribute to a higher company value. The research conducted by Minhajun & Guspul (2022) states that EVA has an impact on company value (stock price). However, the research conducted by Sella & Binastuti (2021) states that EVA does not affect company value.

H2: Economic Value Added affects company value.

Return on Asset (ROA) indicates a company's ability to generate profit by utilizing its total assets. Profits can influence investor interest as successful companies will generate stable profits. With high profits, investor confidence increases, leading to an increase in company value. Research by Muhammad (2022), Rahim (2020), and Krisnando (2019) states that ROA has an impact on company value. This is contrary to the research by Suri et al. (2020) stating that ROA does not affect company value.

H3: Return on Asset affects company value.

2. RESEARCH METHODOLOGY

2.1 Data and Data Collection Method

The data for this quantitative research was collected from the annual reports, specifically the financial reports, of consumer goods sector companies listed on the Indonesia Stock Exchange (IDX) 2015-2019. These annual reports were obtained from the Indonesia Stock Exchange (IDX) website, www.idx.co.id, as well as the official websites of the respective companies. The years 2015-2019 were selected, taking into account the impact of the COVID-19 pandemic in

2020, which resulted in financial performance disparities among companies in various sectors in Indonesia. Within this timeframe, there were 51 manufacturing companies listed on the Indonesia Stock Exchange, yielding a total of 255 company-year data.
The research utilized a purposive sampling method, which involves selecting samples based on predetermined considerations and criteria. The sample criteria were determined based on the following considerations: (1) The sample criteria for this research included consecutively listed consumer goods sector companies on the Indonesia Stock Exchange (IDX) throughout the research period of 2015-2019, (2) Companies that published financial reports during the research period from 2015 to 2019, (3) Companies that fully disclosed the required data for the research during the period from 2015 to 2019, (4) Companies that exclusively used IDR (Indonesian Rupiah) in their financial reports. Based on these specified criteria, the initial sample data of 255 was reduced to 202 samples due to some samples not meeting the criteria.

2.2 Data Analysis Method

The analysis technique used in this research is multiple regression analysis. Prior to conducting multiple regression analysis, the study performed tests on classical assumptions. Hypothesis testing was then used to determine the impact of each independent variable on the dependent variable. The regression equation is as follows:

$$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e}$$

Noted:
Y = Firm Value
α = Constant
β_1- β_6 = Regression Coefficients
X_1 = Number of Independent Commissioners
X_2 = Economic Value Added
X_3 = Return on Asset
e = Residual

Table 1. Measurement of Variables

Variable	Calculation Model	Description
Firm Value	Stock Closing Price	In publicly traded companies, the value of the company is reflected in its stock price. (Ningsih et al., 2021).
Independent Commissioners	$IC = \frac{Total\ number\ of\ Independent\ Commissioners}{Total\ number\ of\ Board\ of\ Commissioners}$	The measurement of the percentage of independent commissioners is obtained by comparing the number of independent commissioners to the total number of members on the board of commissioners (Laksana & Handayani, 2022).
Economic Value Added	$EVA = NOPAT - (WACC \times Invested\ Capital)$ $NOPAT = EBIT \times (1 - Tax)$	EVA is obtained by calculating the difference between net operating profit after tax (NOPAT) and the after-tax cost of capital

	$Invested\ Capital = (Total\ Debt + Equity) - Shortterm\ Debt$ $WACC = (D \times r_d(1 - Tax)) + (E \times r_e)$ D = Total Debt/Total Debt dan Equity x 100% r_d = Interest Expense/Total Debt x 100% E = Total Equity/Total Debt and Equity x 100% r_e = Net Income after Tax/Total equity x 100% Tax = Tax Expense/Earnings Before Tax x 100%	required to support operations (Badjra and Karmawan, 2019). The EVA value is then transformed into a binary variable, with a value of 1 representing a positive EVA and a value of 0 representing a negative EVA.
Return on Asset	$ROA = \frac{Net\ Income}{Total\ Assets} \times 100\%$	The calculation of Return on Assets reflects the return generated for each unit of Rupiah invested in the form of assets. (Reza F. et al., 2023).

3. RESULT AND DISCUSSION

3.1 Descriptive Statistics

Table 2. Descriptive Statistics

Variable	Obs	Mean	Std. Dev.	Min	Max
Code	0				
Year	202	2017.153	1.396045	2015	2019
IC	202	.4180263	.1180043	.33333	1
EVA	202	.5148515	.5010211	0	1
ROA	202	.1491264	1.000825	-2.641	13.85
Stock Price	202	4347.48	11510.01	50	83800
Lnsp	202	6.929713	1.625358	3.91202	11.33619

Source: Researcher's Processed Data, (2023)

Descriptive statistics provide relevant information about the data used in the research. Based on Table 2, the descriptive variables used in this study include the mean, standard deviation, minimum and maximum values, and sample size of the EVA, ROA, and IC variables. The study utilized a sample of 202 data points from 45 companies.

The dependent variable Y, represented by the stock price proxy, has a mean value of 6,929 with a smaller standard deviation of 1,625. This indicates that the stock price data is not widely dispersed, and there are no significant deviations in the data. The maximum value of 11,336 is held by PT Gudang Garam Tbk (GGRM) in 2017, while the minimum value of 3,912 is held by PT Inti Agri Resources Tbk (IIKP) in 2019. The EVA variable (X2) has a mean value of 0.5148 with a smaller standard deviation of 0.5010, indicating that the EVA data does not vary significantly, and there are no significant deviations in the data. The maximum value of 1

represents a positive EVA, indicating that companies have added economic value. The minimum value of 0 represents a negative EVA, indicating that companies have not been able to create economic value. Most companies have a value of 1 for EVA.The ROA variable (X3) has a mean value of 0.1491 with a larger standard deviation of 1.0008. This indicates that the ROA data exhibits significant variation. The maximum value of 13.85 is held by PT Gudang Garam Tbk (GGRM) in 2019, while the minimum value of -2.641 is held by PT Tiga Pilar Sejahtera Food Tbk (AISA) in 2017. The IC variable (X1) has a mean value of 0.4180 with a smaller standard deviation of 0.1180, indicating that the number of Independent Commissioners data does not vary significantly, and there are no significant deviations in the data. The maximum value of 1 is held by PT Bentoel Internasional Investama Tbk (RMBA) in 2019 and 2018, while the minimum value of 0.333 is held by most companies in the sample used.

3.2 Classical Assumption Tests

Normality Test

Table 3. Normality Test

Variable	Obs	Pr(Skewness)	Pr(Kurtosis)	adj chi2(2)	Prob>chi2
res2	**200**	**0.7124**	**0.0940**	**2.97**	**0.2262**

Source: Researcher's Processed Data, (2023)

The previous dataset, which initially consisted of 202 observations, has been transformed and outliers, resulting in 200 data points. Based on the data processing results in Table 3, the Prob>chi2 value is shown as 0.2262, which is greater than 0.05. Therefore, the data in the regression model is normally distributed.

Multicollinearity Test

Table 4. Multicollinearity Test

Variable	VIF	1/VIF
IC	1.01	0.991755
EVA	1.03	0.975498
ROA	1.03	0.972813
Mean VIF	1.02	

Source: Researcher's Processed Data, (2023)

Based on the data processing results in Table 4, the multicollinearity test indicates that the values for all three independent variables are >0.10 and <10. This suggests that there is no evidence of multicollinearity among the independent variables.

Multiple Regression Analysis

This study utilizes multiple regression analysis with a robust standard error approach to examine the influence of independent variables (independent commissioners, EVA, and ROA) on firm value. The results of the Multiple Regression Analysis are presented in the table below:

Tabel 5. Multiple Regression Analysis

Number of obs	=	200
F (3, 196)	=	39.83
Prob > F	=	0.0000

R-squared = 0.2416

Root MSE = 1.3794

lnsp	Coef.	Robust Std. Err	t	P>|t|	[95% Conf. Interval]	
IC	2.159529	.9137685	2.36	0.019	.3574485	3.961609
EVA	1.243636	.1967307	6.32	0.000	.8556557	1.631617
ROA	.2573336	.035644	7.22	0.000	.1870387	.3276285
_cons	5.299533	.3669253	14.44	0.000	4.575905	6.023162

Source: Researcher's Processed Data, (2023)

Based on the table above, the equation can be represented as follows based on the Coefficient column:

$$\mathbf{Y = 5.299+2.159X1+1.243X2+0.257X3+e}$$

Explanation regarding the data processing from the Multiple Regression Analysis is as follows:

1. The constant value of 5.299 indicates that the variables IC (X1), EVA (X2), and ROA (X3) remain constant. The positive sign suggests a positive relationship between the independent variables and the dependent variable.
2. The coefficient value of the IC (X1) variable is 2.159, suggesting that an increase in IC (X1) corresponds to a 2.159-unit increase in Firm value (Y).
3. The coefficient value of the EVA (X2) variable is 1.243, suggesting that an increase in EVA (X2) corresponds to a 1.243-unit increase in Firm value (Y).
4. The coefficient value of the ROA (X3) variable is 0.257, suggesting that an increase in ROA (X3) corresponds to a 0.257-unit increase in Firm value (Y).

Coefficient of Determination (R^2) Test

The coefficient of determination, or R-squared, is 0.2416. This suggests that the variation in the three independent variables explains approximately 24.16% of the variation in the dependent variable, with the remaining 75.84% being influenced by other variables beyond the scope of this study.

F-Test

From the table above (Table 5), the Prob > F value is 0.0000, which is less than 0.05. This indicates that the three independent variables, IC, EVA, and ROA, collectively have a significant impact on firm value.

T-Test

a. The effect of Number of Independent Commissioners on Firm Value

Based on the hypothesis testing results in Table 5, the IC variable demonstrates a significance value of 0.019, which is less than 0.05. This suggests that the IC variable does have an influence on firm value. Therefore, the first hypothesis, which posits that the number of independent commissioners affects firm value, is accepted. Consequently, as the number of independent commissioners increases, the firm value of consumer goods sector companies listed on the stock exchange also increases. This research supports the findings of Bellamalini et al. (2022) and Mishra and Kapil (2018), which suggest that independent commissioners have a positive impact on firm value. The primary role of independent commissioners is to oversee management policies and provide advice to the board of directors (Wiguna & Yusuf, 2019). With effective oversight from independent commissioners, the conflict of interest between agents and principals can be mitigated, resulting in an enhanced firm value. It can be concluded that the

role of independent commissioners is pivotal in bolstering company performance, thereby influencing firm value.

b. The effect of Economic Value Added on Firm value

Based on the hypothesis testing results in Table 5, the EVA variable demonstrates a significance value of 0.000, which is less than 0.05. This suggests that the EVA variable does have an influence on firm value. Therefore, the first hypothesis stating that EVA affects firm value is accepted. When EVA increases, the firm value of consumer goods sector companies listed on the stock exchange also increases, as EVA represents the value added that a company can generate. This research supports the findings of Minhajun & Guspul (2022), which suggest that EVA has an impact on firm value. One way management attracts investor attention is by increasing the company's value, which is influenced by an increase in EVA (Economic Value Added). In addition to attracting investor attention, management also aims to optimize the company's value, which will impact the well-being of the owners.

c. The effect of Return On Assets on Firm Value

Based on the hypothesis testing results in Table 5, the ROA variable shows a significance value of 0.000, which is less than 0.05. This indicates that the ROA variable has a significant influence on firm value. Therefore, the first hypothesis stating that ROA affects firm value is accepted. When ROA increases, the firm value of consumer goods sector companies listed on the stock exchange also increases. This research confirms the findings of Muhammad (2022), Rahim (2020), and Krisnando (2019), who state that ROA affects firm value. In agency theory, management is expected to efficiently manage company assets for the benefit of owners, which ultimately affects firm value. A higher ROA value reflects good company growth, attracting investors to invest and, ultimately, increasing firm value (Jaya, 2020).

CONCULUSION

Based on the analysis and discussion provided above, the findings indicate that the number of independent commissioners, EVA, and ROA have an impact on firm value. This highlights the importance of the role of independent commissioners in running a company, as they can influence the company's value (stock price). ROA, as one of the profitability ratios, has always been a concern for companies, as it affects investor evaluation, thus proving its role in influencing firm value. Additionally, the previously overlooked EVA value has been found to play a role in influencing fluctuations in firm value. Through this analysis, it is hoped that companies will become more aware of the importance of complying with the regulations set by the Financial Services Authority (OJK) regarding the number of independent commissioners. Additionally, the significance of EVA and ROA values should be recognized, as they can impact firm value. This study has several limitations: (1) The use of variables such as the number of independent commissioners, EVA, and ROA explains only 24.16% of the stock price, with the remaining portion influenced by other variables not examined in this research, (2) Some companies in the consumer goods sector lack complete data for the research. It is recommended that future researchers include additional variables, such as stock returns and company size, which have not been utilized in this research, to broaden the research findings. Future researchers can also consider using companies from other sectors or modifying the time period under research.

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Analyzing the Return on Equity and Return on Assets to Evaluate Profit Growth at PT. Indofood Sukses Makmur Tbk. for the Period of 2016-2020

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ABSTRACT

The research aims to analyze the financial performance of PT. Indofood Sukses Makmur Tbk. by using financial ratios. The study employed a quantitative research method and collected data from the company's financial statements from 2016 to 2020. The liquidity ratios of the company during this period were found to be in a fairly good condition. Both the current ratio and quick ratio were good, indicating that the company has sufficient current assets to cover its current liabilities. However, the cash ratio was not in good condition, which means the company has limited cash available to pay off its current liabilities. On the other hand, the working capital to total asset ratio was in a poor condition, which suggests that the company has minimal working capital in its assets. The solvency of the company from 2016 to 2020 was fairly good, as it had collateral to cover its long-term debts. However, the activity ratios of PT. Indofood Sukses Makmur Tbk. were in a poor condition due to the inefficient turnover of accounts receivable. This resulted in longer time periods required for collecting accounts receivable and increasing sales. Despite the poor activity ratios, the profitability ratios of the company were in a fairly good condition as it was able to generate a net profit from its investments. Overall, the study suggests that PT. Indofood Sukses Makmur Tbk. has a mixed financial performance during the period of 2016 to 2020, with some ratios indicating good financial health and others indicating areas for Improvement.

Keywords: Financial Performance, Financial Ration, Quantitative Research, Liquidity Ratios, Profitability Ratios.

INTRODUCTION

Financial statement analysis is one way to examine and study the relationship between a company's financial position and business results. There are several techniques to analyze financial statements, one of which is the technique of financial ratio analysis. Financial statement analysis is a technique where the relationship between items in the financial statements (balance sheet or income statement) can be determined. The purpose of financial statements is to provide information to the company about its financial position, financial performance, and changes in the company's financial position. This information is needed by interested parties to make decisions. The company's financial position is influenced by controlled resources, capital structure, liquidity and solvency, and the ability to adapt to changes in the environment. Financial performance information, especially profitability, is essential to determine the company's success.

It is necessary to assess the potential changes in economic resources that may be controlled in the future. Information about changes in a company's financial position is useful for evaluating investment activities, funding, and operations during the reporting period. All information related to financial reports is essential for stakeholders in the company, both external and internal parties.
Financial performance is also one of the achievements obtained by the company in managing assets effectively during a period that can be used to determine and evaluate the extent of the company's success activities carried out by the company (Rudianto, 2013).
Based on the According to (Hery, 2015) financial performance analysis is a critical process of assessing financial performance, which includes a review of financial data, calculations, measurements, interpretation, and providing solutions to financial problems of the company in a certain period. Financial performance can be assessed using several ratio analysis tools.

Ratios are a commonly used financial statement analysis technique. Ratios are an analytical tool that can provide a way out and describe phenomena that appear in a financial report. There are several groups of ratios commonly used in analyzing a company's finances, namely Liquidity, Solvency, Profitability, and Activity.

To get an overview of the financial development of a company, it is necessary to analyze or interpret financial data in the relevant company where the financial data is reflected in financial reports. In this study, the company to be examined is PT Indofood Sukses Makmur Tbk a manufacturing company engaged in the food and beverage sector. To ensure that the company can determine the extent of the company's performance effectiveness in obtaining periodic profits, a measurement of the company's performance is carried out at PT Indofood Sukses Makmur Tbk to show the unstable financial position from year to year. The financial reporting period under examination is from 2016 to 2020.

Table-1: Income Statement
PT Indofood Sukses Makmur Tbk
Year 2016-2020
(presented in millions of Rupiah)

Year	Revenue	COGS	Gross Profit	Net Profit

2016	66.750.317	47.321.877	19.428.440	4.852.482
2017	70.186.618	50.318.096	19.868.522	5.145.063
2018	73.394.728	53.182.723	20.212.005	4.961.851
2019	76.592.955	53.876.594	22.716.361	5.902.729
2020	81.731.469	39.946.220	18.829.726	8.752.066

Source : Financial Report PT Infodood Sukses Makmur Tbk

The table-1 provides a summary of the financial report for PT Indofood Sukses Makmur Tbk. It can be seen that the company's source of funds comes from debt and equity, which will be invested in assets. Thus, assets are the use of the company's funds, and the funds invested in assets will be managed to generate income. Income, minus expenses, will result in profit. Therefore, income will affect profit, and if income increases, profit is expected to follow suit. Based on this data, the author is interested in analyzing the effectiveness of fund utilization and a company's ability to increase profits as measured by financial ratios such as liquidity ratios, solvency ratios, activity ratios, and profitability ratios. From the background information provided, the author is interested in conducting a financial performance analysis on PT Infodood Sukses Makmur Tbk for the years 2016-2020.

The purpose of the research is to determine and measure the financial performance of PT Infodood Sukses Makmur Tbk based on liquidity ratios, solvency ratios, activity ratios, and profitability ratios. The benefits of this research are that it can serve as a learning tool and expand knowledge about financial performance measured using financial ratios in companies and can be used as a reference for future researchers. For companies, it can be used as a theoretical basis and recommendations for consideration. For other researchers, it can serve as a reference for further research by adding or using other variables to obtain better results.

Theoretical

Financial Statement Analysis

Financial Statement Analysis is a process of breaking down financial accounts into smaller units of information and examining their meaningful and significant relationships, both quantitative and qualitative data, with the aim of gaining a deeper understanding of the financial condition, which is crucial in making informed decisions (Setia, 2015).

Financial Performance

Financial Performance refers to a complete display of a company's condition during a certain period of time, which is the result or achievement influenced by the company's operational activities in utilizing its resources. Performance is a general term used for the activities or all actions of an organization in a period of time with reference to a number of standards such as past or projected costs with a basis of efficiency, management accountability, or similar things (Rivai, 2010).

Financial Ratio Analysis

Financial Ratio Analysis describes a relationship or balance between a certain amount and another amount, and by using this ratio analysis tool, analysts can explain or provide an overview of the good or bad condition or position company finance (Munawir, 2010).

The Purpose of Ratio Analysis. (Murhadi, 2013) states that financial ratio analysis is useful for indicating the strengths and weaknesses of a company's finances. Ratio analysis is also frequently used by managers, credit analysts, and stock analysts. Ratio analysis is beneficial because it compares a figure relative to others, thereby avoiding misinterpretation of the absolute figures in financial reports (Gustina & Wijayanto, 2015).

Types of Financial Ratio Analysis

1. Liquidity Ratios

Liquidity ratios describe a company's ability to pay off short-term debts that will soon come due. The liquidity ratios are as follows:

a. Current Ratio is a ratio used to measure a company's ability to meet its short-term obligations using its current assets. The current ratio is expressed in the following formula:

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}} \times 100\%$$

b. Quick Ratio is a ratio used to measure a company's ability to meet its financial obligations for its most liquid assets. The quick ratio is expressed in the following formula:

$$\text{Quick Ratio} = \frac{\text{Current Assets - Inventory}}{\text{Current Liabilities}} \times 100\%$$

c. Cash Ratio is a ratio that shows a company's ability to pay off debts that must be immediately settled using the cash available in the company, including marketable securities that can be easily liquidated. The cash ratio is expressed in the following formula:

$$\text{Cash Ratio} = \frac{\text{Cash}}{\text{Current Liabilities}} \times 100\%$$

d. Working Capital to Total Asset Ratio (WCTA) is used to measure and compare the amount of inventory on hand to a company's working capital. The formula for finding the working capital to total asset ratio is as follows:

$$\text{WCTA} = \frac{\text{Current Assets - Current Liabilities}}{\text{Total Assets}} \times 100\%$$

2. Solvency Ratios

Solvency ratios are used to measure the extent to which a company's assets are financed with debt. In other words, how much debt burden is placed on the company relative to its assets. The types of ratios in solvency ratios are as follows:

a. Debt to Asset Ratio

Debt to Asset Ratio is a ratio used to measure the ratio of total debt to total assets. The formula used to find the Debt to Asset Ratio is as follows:

$$\text{Debt to Asset Ratio} = \frac{\text{Total Debt}}{\text{Total Assets}} \times 100\%$$

b. Debt to Equity Ratio

Debt to Equity Ratio is a ratio used to assess debt with equity. This ratio is found by comparing all current and long-term debts to all equity.

c. Long Term Debt to Equity Ratio (LTDtER)

LTDtER is the ratio of long-term debt to equity. Its purpose is to measure the proportion of equity that is used as collateral for long-term debt by comparing long-term debt to equity that has been provided by the company. The formula used to find LTDtER is as follows:

$$\text{LTDtER} = \frac{\text{Long-term debt}}{\text{Total Equity}} \times 100\%$$

d. Total Asset to Total Debt Ratio

Ratio that describes a company's ability to pay off all of its liabilities using its assets, or in other words, the collateral provided by the assets for the total debt.

e. Times Interest Earned Ratio

This ratio defined as a company's ability to pay interest costs. This ratio is a measure of the extent to which revenue can decline without embarrassing the company for failing to pay its annual interest costs. The formula used to find the Times Interest Earned Ratio is as follows (Kasmir, 2011):

$$\text{Times Interest Earned Ratio} = \frac{\text{Ebit}}{\text{Interest Expense}} \times 100\%$$

3. Efficiency Activity Ratios

Describe the efficiency of a company's use of resources. The types of activity ratios that are commonly used in companies are as follows:

a. Receivable turnover is a ratio used to measure how long it takes to collect receivables during a period or how many times the funds invested in receivables are turned over. The formula used to find receivable turnover is as follows:

Credit Sales

$$\text{Receivable Turnover} = \frac{\text{Credit Sales}}{\text{Receivables}} \times 1 \text{ time}$$

b. Receivable Turnover

Receivable turnover is a ratio used to measure how long it takes to collect receivables during a period or how many times the funds invested in receivables are turned over. The formula used to find receivable turnover is as follows:

$$\text{Receivable Turnover} = \frac{\text{Credit Sales}}{\text{Receivables}} \times 1 \text{ time}$$

c. Average Collection Period (ACP)

The average collection period ratio is meant to look at the average time it takes to collect receivables in a period, usually done in one year, so that it can be known how long the funds will be invested.

$$\text{Average Collection Period} = \frac{365}{\text{Receivable Turnover}} \times 1 \text{ time}$$

d. Inventory Turnover

Inventory turnover is a ratio used to measure how many times funds are invested in inventory during a period.

e. Average Day Inventory

This ratio describes the average inventory stored in the warehouse, or the length of time it takes to make a sale from the time the finished goods enter the warehouse until the goods are sold.

f. Working Capital Turnover

Working capital turnover is a ratio used to measure and assess the effectiveness of a company's working capital during a certain period.

g. Asset Ratio to Total Debt

Asset ratio to total debt is a ratio used to measure all the assets owned by the company and measure how much sales there are.

4. Profitability Ratio

In practice, the types of profitability ratios that can be used are: (Kasmir, 2011).

a. Gross Profit Margin

Gross Profit Margin is one of the ratios used to calculate the profit margin on sales. The formula used to find the gross profit margin ratio is as follows:

$$\text{GPM} = \frac{\text{Gross Profit}}{\text{Sales}} \times 100\%$$

b. Net Profit Margin

Net profit margin is a measure of profit by comparing after-tax and interest income with sales. The formula used to find the Net Profit Margin ratio is as follows:

$$NPM = \frac{\text{Net Income after interest and taxes}}{\text{Sales}} \times 100\%$$

c. Return on Investment (ROI)

Return on Investment is also a measure of management effectiveness in managing investments. The formula used to find the Return on Investment ratio is as follows:

$$ROI = \frac{\text{Net Income after interest and taxes}}{\text{Total assets}} \times 100\%$$

d. Return on Equity (ROE)

Return on Equity is a ratio to measure after-tax profits with equity. The higher the ratio, the better.

Methodology

Object Research

The research object conducted by the author is PT Indofood Sukses Makmur Tbk which is listed on the Indonesia Stock Exchange (IDX) using financial statements as Analysis of Financial Performance during the period of 2016-2020 was conducted using quantitative descriptive analysis. Quantitative descriptive analysis is a research method based on systematically collected data.

The type of data

The type of data used in this research is secondary data. Secondary data is the result of primary data or processed by others. The source of data used in this research is documents obtained from the internet related to the financial data of PT Indofood Sukses Makmur Tbk during the period of 2016 to 2020.

Analysis technique

Analysis technique used in this research is quantitative, which is data consisting of numbers that can be processed mathematically and tested statistically, which is the financial statements of the company consisting of the balance sheet and income statement of PT Indofood Sukses Makmur Tbk during the period of 2016-2020.

RESEARCH & DISCUSSION

Discussion

Liquidity ratios

Table 2-1 Liquidity Ratios

PT Indofood Sukses Makmur Tbk
Year 2016-2020

Liquidity Ratio	2016	2017	2018	2019	2020	Average	Financial performance
current ratio	151%	150%	106%	127%	135%	138%	Very good
quick ratio	106%	105%	69%	88%	93.8%	92.8%	Very good
cast ratio	69%	63%	28%	55%	55,2%	55,2%	Good
WCTA	11,88%	12,36%	2,14%	6,98%	6,16%	7,90%	Poor

Source: Processed data from financial statement of PT Indofood Sukses Makmur Tbk

Based on the analysis of the financial performance of PT Indofood Sukses Makmur Tbk using liquidity ratios, the company's performance appears to be quite good. The current ratio was consistently good from 2016-2020 with an average value of 133,8%. The quick ratio also showed a good performance overall with an average value of 92,8% during the same period. The cash ratio was also good, with a value above the average of 50%. However, the working capital to total asset ratio was not as good due to the company's limited working capital in its assets.

Solvency Ratio

Tabel 2-2 Solvency Ratio
PT Indofood Sukses Makmur Tbk
Year 2016-2020

Solvency Ratio	2016	2017	2018	2019	2020	Average	Financial performance
Debt to asset ratio	46%	46%	48%	43%	56%	47,8%	Good
Debt to equity	87%	88%	93,3%	77,9%	114,5%	92,14%	Good
LTDtER	43%	41%	30%	31%	76%	44,2%	Very Good
Total asset to total debt	214,9%	213,5%	48,2%	43,6%	189,1%	114,86%	Very Good

Source: Processed data from financial statement of PT Indofood Sukses Makmur Tbk

Based on the table 2-2, the overall financial condition of PT Indofood Sukses Makmur Tbk can be seen. In general, the average debt to asset ratio from 2016-2020 is 47,8%. For the debt to equity ratio from 2016-2020 is 92,14%, which can be considered good. Meanwhile, for the LTDtER and total asset to total debt from 2016-2020, the average LTDtER is 44,2% and the total asset to total debt is 141,86%, which can be considered quite good.

Activity Ratio

Table 2-3 Activity Ratio
PT Indofood Sukses Makmur Tbk
Year 2016-2020

Activity Ratio	2016	2017	2018	2019	2020	Average	Financial performance
Receivable turn over	75,2 times	63,8 times	64,1 times	59,9 times	53,7 times	63,34 times	Good
Average collection period	5 days	6 days	6 days	6 days	7 days	6 days	Poor
Inventory turn over	5,59 times	5,19 times	4,57 times	5,58 times	3,58 times	4,90 times	Good

Average day Inventory	64 days	69 days	78 days	64 days	101 days	75 days	Very Good
Working capital turn over	5,59 times	6,46 times	35,48 times	11,40 times	5,84 times	12,95 times	Poor
Total asset turn over	0,81 times	0,79 times	0,76 times	0,79 times	0,36 times	0,702 times	Poor

Source: Processed data from financial statement of PT Indofood Sukses Makmur Tbk

Based on the table 2-3, it can be seen that the overall financial condition of PT Indofood Sukses Makmur Tbk is somewhat mixed. The receivable turnover from 2016-2020 has a good average value of 63,34 times. However, the average collection period is quite poor with a value of 6 days for one-time collection of accounts receivable. The investor turnover is good with an average value of 4,90 times from 2016-2020. The average day inventory for goods stored in the warehouse for resale is 75 days, which can be considered acceptable. The working capital turnover has a poor average value of 12,95 times from 2016-2020, indicating that PT Indofood Sukses Makmur Tbk has poor utilization of working capital to generate sales. The total asset turnover from 2016-2020 has an overall average value of 0,70 times, indicating poor performance in utilizing assets to generate revenue.

Profitability Ratio

Table 2-4 Profitability Ratio
PT Indofood Sukses Makmur Tbk
Year 2016-2020

Profitability Ratio	2016	2017	2018	2019	2020	Average	Financial performance
Gross profit margin	29,10%	28,30%	27,50%	29,60%	32,00%	29,30%	Good
Net profit margin	7,26%	6,76%	6,76%	7,70%	9,31%	7,67%	Good
Return on investment	6,40%	5,13%	5,13%	6,13%	2,89%	5,28%	Good
Return on equity	11,90%	9,90%	9,90%	10,80%	6,20%	9,96%	Poor

Source: Processed data from financial statement of PT Indofood Sukses Makmur Tbk

Looking at the table 2-4, we can see the financial condition of PT Indofood Sukses Makmur Tbk. The overall gross profit margin from 2016-2020 was 29,3%, indicating a good condition, as the company was able to generate gross profit from sales. The net profit margin from 2016-2020 was 7,67%, indicating a good condition, as the company was able to generate net profit from sales. The overall return on investment from 2016-2020 was 5,28%, indicating a good condition, as the company was able to generate net profit from investments. The overall return on equity from 2016-2020 was 9,96%, indicating a fairly good condition, as the company was able to generate net profit from the use of equity in the company.

Conclusion

Based on the above discussion, it can be concluded that PT Indofood Sukses Makmur Tbk was in a fairly good condition from 2016-2020, which can be seen from the financial performance of:

1. Liquidity Ratios

The current ratio is below the standard at 133,8%, indicating a poor condition. The quick ratio is considered fairly good at 92,8%. However, the working capital to total is in a poor condition due to the limited working capital obtained in the company's assets.

2. Solvency Ratios
   The debt to asset ratio from 2016-2020 is considered good, as there is enough capital to cover the debt.
3. Activity Ratios
   The activity ratios at PT Indofood Sukses Makmur Tbk are in a poor condition. The receivable turnover ratio is good at 63,34 times, but the inventory turnover ratio is poor, and the working capital turnover ratio is poor in terms of the use of working capital to generate sales. The total asset turnover ratio is poor in terms of the use of assets to generate sales.
4. Profitability Ratios
   The profitability ratios at PT Indofood Sukses Makmur Tbk are in a good condition. The gross profit margin is 29,3%. The net profit margin is good, as the company was able to generate net profit. The return on investment is good. The return on equity is fairly good, as the company was able to generate net profit from the use of equity.

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Implementation of Islamic Economic System in Religious Education Institutions at Nurul Islam Nature School (SANI), Bekasi-Indonesia

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ABSTRACT

Implementing Islamic economic principles in religious education institutions has gained increasing attention recently. The Islamic financial system is based on the principles of social justice, ethical business practices, and community welfare, making it an attractive alternative to conventional economic systems. This paper explores the implementation of the Islamic financial system in religious education institutions, specifically at Nurul Islam Nature School in Bekasi Regency, West Java-Indonesia. The research was conducted through qualitative methods, including interviews and observing the school's economic practices. The study reveals that Nurul Islam Nature School has integrated Islamic economic principles into their institutional framework, including Zakat, Sadaqah, and ethical business practices. The school also emphasizes the importance of community welfare and social responsibility. Implementing the Islamic economic system in Nurul Islam Nature School has resulted in more ethical and sustainable financial practices, promoting social justice and fairness. Moreover, it has encouraged students to develop a deeper understanding of Islamic economics and its relevance to their daily lives. The findings of this study have significant implications for religious education institutions and policymakers interested in promoting ethical and economic practices in the education sector. It highlights the potential of the Islamic financial system to promote social welfare and sustainability, which can serve as a model for other educational institutions to follow.

Keywords: Islamic Economic System, Religious Education Institutions, Ethical Business Practices, Community Welfare.

1. INTRODUCTION

Islamic economics is based on the teachings of the Quran and Sunnah, emphasizing the importance of moral values for economic goals. The principles of Islamic economics include the indivisibility and interdependence of efficiency and equity through the creation and distribution of wealth as a means of improving individual and social well-being (A'la Mawdudi, 2013, pp. 17–18). Islamic economics is based on the teachings of the Quran and Sunnah, emphasizing the importance of moral values for economic goals. The principles of Islamic economics include the indivisibility and interdependence of efficiency and equity through the creation and distribution of wealth to improve individual and social well-being (Guritno et al., 2023, p. 58).

Islamic economic principles are based on the Quran and the Sunnah, offering an alternative to mainstream financial systems. These principles are implemented in various areas, such as banking, investment, and business competition. Islamic banking, for example, does not recognize interest rate instruments and instead applies profit and loss sharing (Suharli et al., 2021, p. 280). Investment is legal according to Islamic principles and does not contain elements prohibited by Islam such as Riba (interest) and Maisir (gambling) (Watkins, 2020, pp. 42–44). Shariah investing refers to activities that adhere to the principles of Sharia, which prohibit the procurement of businesses and certain industries, such as alcohol, gambling, and weapons, based on unethical business practices. Various Shariah-compliant investments include Islamic bonds (sukuk), Islamic mutual funds, and real estate Islamic investment trusts (REITs). These investment vehicles adhere to Shariah principles and allow investors to recoup their investment while adhering to their religious beliefs (Cattelan, 2019, pp. 49–50). The importance of ethical and socially responsible investing in Islam leads Muslim investors to try to invest their wealth in a manner consistent with their beliefs (Budiyanti et al., 2021, p. 121).

Islamic economic principles also emphasize social justice, transparency and universalism. Muslim financial laws prohibit interest-based transactions and promote ethical and sustainable financial practices. Challenges and opportunities to implement these principles in the loan-free loan are commonly known as Islamic banking or finance (Suharli et al., 2021, pp. 280–281). Discussions are ongoing on how to apply Islamic economic principles to contemporary issues such as cryptocurrencies. A cryptocurrency is a digital or virtual currency that uses cryptography to regulate the creation of currency units and verify the transfer of funds. Islamic economic principles emphasize the importance of transparency, fairness and ethical behavior in financial transactions. Muslim economic principles promote economic growth and income equality while supporting ethical and moral values (Nouruzzaman et al., 2021, p. 236).

Implementing Islamic education in Islamic religious institutions is important to integrate the religious campus into academic and social studies. Implementing Islamic education through religious moderation has a positive impact on educational institutions. Search results provide specific information about Islamic principles based on questions or how they apply in real life. However, efforts to introduce Islamic education based on religious prohibitions through educational research and community programs at Madrasah in Ponorogo, Indonesia, have yielded results. Islamic education should focus on teaching religious subjects to prepare graduates to face the challenges of today's global situation (Suyudi & Putra, 2022, pp. 195–196).

Another study examined the effect of Islamic religious imagery and product quality on non-food sales. The influence of religious and cultural values on consumer behavior is an important contribution to Islamic marketing. This study provides valuable insights into understanding consumer perceptions and preferences. Analyzing different marketing strategies and messages also benefits companies targeting Muslim consumers. Islamic marketing

provides insights into the role of religious and cultural values in shaping consumer behavior and preferences in Muslim-majority countries or societies (Sari et al., 2019, p. 408). Other research findings discuss Islamic religious education in Indonesia's universities and pesantren (Islamic boarding schools). Regulations Governing Islamic Education in Institutions, as stipulated in the Direktur Jenderal Pendidikan Tinggi No. 43/Dikti/Kep/2006. The implementation of Islamic education in the university and compliance with its regulations. The ongoing debate on Islamic education in Indonesia provides valuable insights for policymakers, scholars and stakeholders of Islamic education (Pohan, 2021, p. 92).

An overview of the history and development of pesantren in Indonesia and the challenges of adapting to the modern era. The paper then discusses the theoretical basis and practical application of the concept of student interest and talent-based curriculum. To assess this approach's effectiveness, the author conducted a qualitative study, including interviews with teachers and students in Pesantren in East Java (Bashori, 2021, p. 102). A brief overview of the history and development of the pesantre in Indonesia and the role it played in promoting religious education and morality according to the madhhab (form of religious instruction) (Kadi, 2006, p. 315). In modern times they can also help students develop financial and entrepreneurial skills. Mukmin Mandiri Islamic College supports business and entrepreneurial careers. A group of Pesantren Mukmin Mandiri Alumni launched a successful project demonstrating the practical application of the skills and knowledge acquired during the course. Integrate entrepreneurship education into Pesantren curricula and suggest ways in which Pesantren collaborates with businesses and other stakeholders to promote economic development and social well-being (S, 2016, pp. 307–308).

Nurul Islam Nature School is a religious, educational institution (commonly referred to as SANI) located in the densely populated Bekasi area near the capital Jakarta which focuses on nature-based education. This article aims to examine how Islamic finance principles are applied in this particular school context. Islamic economic principles are based on Islamic teachings and emphasize social justice, equitable distribution of wealth, and sustainable development (Dieye, 2020, pp. 100–102). Implementing Islamic economic principles at Nurul Islam Nature School aims to promote the understanding of Islamic economic principles and their practical application in nature-based educational settings. By integrating Islamic economic principles into school curricula and policies, schools can provide a comprehensive education emphasizing values such as social justice, equality, and sustainability central to Islamic education. This training helps build socially responsible and ethical communities more aware of society's environmental and economic issues. In addition, practicing Islamic economic principles at Noorul Islami Natural School will deepen your understanding of the role of religion in shaping economic systems and behaviors that can significantly impact society as a whole.

To analyze the situation of SANI, the paper by Puthenpidikayal (2015) shows the importance of justice, equity and social welfare. Islamic economics aims to improve profitability and satisfaction for all stakeholders by promoting equity and social justice for the benefit of society. It combines tenants from the free-market model and those in the command market economy. Islamic economics identifies specific functional parameters for the efficient functioning of the market to optimize returns and social welfare, like the absence of mediators, prohibition of hoarding, mode of finance free from interest and usury, taxation and other wealth

redistribution instruments like *Zakat.*[11] and *Khums*[12], asset-based and risk-sharing partnerships and stakes, etc. The role of the state in Islamic economics is to prevent so-called market failures by ensuring that institutions are created and vigilant authorities are appointed to create certain conditions for the normal and fair functioning of markets (Puthenpeedikayil, 2015, pp. 476–486).

Islamic economic principles encourage entrepreneurship free markets and private property but require ethical behavior and social responsibility. According to a paper by Suharli (2021) the banking sector in Islamic economies is unaware of interest rate products (Suharli et al., 2021, pp. 277–288). Rather the Islamic financial system applies to the distribution of profits and losses based on three aspects: aspects of faith, aspects of Shariah, and aspects of ethics. An Islamic banking system should always refer to Islamic principles: distributive justice, transparency and universality. Another article by Samad (2022) suggests that P2P lending is permitted in Islam if it follows Islamic economic principles and does not harm anyone involved in the transaction (Samad & Bukido, 2022, pp. 76–89).

This study also found that the Indonesian Financial Services Authority has guaranteed many legitimate P2P lending companies based on Sharia principles. The Socio-Economic Development Index based on Maqasid al-Syariah follows the work of Zailani (2022), who attempts to construct an index to monitor development progress based on the principles of Maqasid al-Syariah which provide essential security in five key aspects. A shield of faith. The lineage and riches of life wisdom (Zailani et al., 2022, pp. 47–62). Developing the Maqasid al-Shariah-based Index is challenging, particularly in establishing indicators about the faith dimension.

Finally, epistemological research by Azlina (2022) finds that implementing Islamic socioeconomics in Indonesia, an institutional financial system, can reform the traditional economic system and bring economic Benefits. Economy. Here comes a new opportunity. Rules of justice and fair distribution through *wadiah* (savings), *mudharabah* (community), *musharakah* (community), *murabahah* (profit), salam (well-being), *istishna* transaction (sales contract) collection and distribution through Islamic rules. ijarah (to tear something apart) and *qardh* (to cut off the part of the giver) (Azlina et al., 2022, pp. 28–39).

The literature review shows that Islamic economics offers an alternative to mainstream economic systems often criticized for failing to promote social welfare and environmental sustainability. However, Islamic economics needs further development in Islamic financial theory due to the similarity of Islamic financial methods to conventional finance and the limited ability to accommodate multiple perspectives. The emergence of an Islamic approach to economic problems under Islamic economics has created a great interest in its practical manifestations, especially in Islamic banking and finance. However, Islamic economics needs reform to overcome these shortcomings and provide alternative perspectives related to social welfare and environmental sustainability (Ibrahim, 2019). The main Islamic economic methodology is mainly neoclassical economics which is incompatible with the methodology of

[11] Zakat is an obligatory charity, one of Islam's five pillars. A fixed percentage (usually 2.5%) of an individual's wealth must be given to those in need. The purpose of Zakat is to purify one's wealth and promote social welfare by helping those in need. Zakat can be given in various forms, including money, food, clothing, or other items of value. In Islam, Zakat is a form of worship meant to strengthen the bond between the individual and God.

[12] Khums is a form of charity that is considered to be an obligation in Shia Islam. Khums means "one-fifth" and refers to a 20% tax on certain types of wealth, including business profits and other forms of income. Khums is divided into two parts: one part is given to the Imam or his representative, and the other part is given to support charitable causes, such as people experiencing poverty, orphans, and widows. The purpose of Khums is to support religious leaders and to promote social welfare in the community.

Tawhidi. Therefore the teaching and learning of the method of Tawhidi is necessary to understand the economic and financial process of Islam. (Azid et al., 2021).

Scholars have emphasized the importance of applying the principles of Islamic economics in religious, educational institutions to equip students with an understanding and relevance to current economic issues. In Islam, education is considered a means of safeguarding the faith and its principles and preserving the Islamic traditions and way of life. The scope of Islamic education is wide. Any positive work that a Muslim does or engages in the pursuit of knowledge is considered *ibadah* (worship) that brings Gods blessings and deserves a reward (Souad & Ramdane, 2014). The emergence of an Islamic economic system through Islamic banking is expected to solve the problems of the financial world. Islamic banking implements profit and loss distribution with predetermined profit levels. This Islamic financial value applies to Islamic banks and is based on three aspects: the aspect of faith, the aspect of Sharia, and the aspect of ethics (Suharli et al., 2021). Therefore, the teaching of Islamic economic principles in religious institutions is important to give students an understanding of what is relevant to today economic issues.

1.1 Methodology

This study uses a qualitative approach and involves interviews with school administrators, teachers, and students. Related companies collect financial data such as balance sheets, income, and cash statements. These financial statements provide the basis for calculating financial statements. The interviews aim to examine the application of Islamic economic principles in Nurul Islam Nature School and identify the impact of these principles on students and the school community. Interviews will be recorded and transcribed, and data will be analyzed through thematic analysis. Select financial ratios related to the Islamic economic system, such as liquidity and solvency ratios. Selected financial accounts were calculated using the first step. Calculations can be performed manually, or financial software can be used, and the calculated results can be interpreted to identify the company's financial strengths and weaknesses. For example, if the institution has a low liquidity ratio, it could have difficulty meeting its short-term obligations and drawing conclusions based on the interpretation of the calculated ratios and recommending areas of improvement for the institution's financial performance. The findings should also consider the Islamic economic principles and how they relate to the institution's financial ratios. Also, financial ratios are used in analyzing the financial performance of SANI Foundation.

No	Ratio	Description
Fiscal Performance Ratios		
1	Total revenue divided by total assets	For specific organizations, the term revenue is replaced by the term income.
2	Total revenue divided by total costs	For specific organizations, the term cost is replaced by the term expenditure.
3	(Total revenue minus total expenses) divided by total assets	This ratio is called the surplus/deficit margin ratio to determine the organization's profit margin.
4	(Total revenue minus total expenses) divided by total assets	ROA of the organization.
5	Net assets divided by total assets	

Efficiency ratio of non-programme activities		
6	Total income divided by non-programme costs	Taken from the percentage of total revenue divided by fundraising costs.
Investment Performance Ratio		
7	Real contribution divided by the total cost	
8	Total contributions divided by total assets	
9	Total contribution divided by total income	
10	Cash and cash equivalents divided by total assets	

Table 1. The financial ratios

The table shows the financial ratios that will be used to assess the financial performance of the SANI Foundation. Financial ratios in non-profit organizations are modified from commonly used financial ratios by Ritchie and Kolodinsky (2003); of the fifteen financial ratios that can be used in analyzing the financial performance of a non-profit organization (Foundation), only ten categories.

2. RESULTS

The study found that despite the lower financial ratio due to the deficit of total students in 2018-2019, the school could rely on the sinking fund as a backup to cover its expenses and maintain operations during that time. Furthermore, at the beginning of 2019, school get affected by the Covid-19 pandemic, which led several students to move from school due to a lack of finance to pay the school fee. Those two conditions influence the school of SANI to find the solution using transformational management to minimize the expense and keep up the asset. SANI not only can survive in the rough situation but also overwhelm the situation, which builds new facilities while maintaining the total expense so it will not affect the financial budgeting.

Financial Statement	**2016-2017**	**2017-2018**	**2018-2019**	**2019-2020**	**2020-2021**
Total Revenue	2.311.890.000	2.552.537.720	2.018.895.000	2.512.317.000	2.412.976.422
Total Cost	2.143.280.618	2.297.613.362	2.043.623.299	2.522.246.019	1.867.506.968
Surplus/ deficit	168.609.382	254.924.358	- 24.728.299	- 9.929.019	545.469.454
Asset	3.248.200.000	3.248.200.000	3.248.200.000	3.248.200.000	3.248.200.000
Total Students	100	100	89	88	80

Table 2. Financial Statement

This data suggests that the school had effective financial management practices, including planning for unexpected challenges and setting aside funds to deal with such situations. This study highlights the importance of having a financial backup plan, such as a sinking fund, to help organizations weather unexpected challenges such as the pandemic. Effective financial management practices can help organizations adapt and survive during times of crisis. In Islamic finance, a sinking fund can be considered a reserve fund, which is allowed

and encouraged in certain circumstances. A sinking fund is a reserve fund set up by an organization or a group of investors to cover unexpected expenses or shortfalls in revenue. It can also pay off debt, provide for future capital expenditures, or support other long-term financial goals. From a Sharia economic perspective, a sinking fund can be considered a permissible financial instrument if it is established and managed by the principles of Islamic finance. The fund is invested in Sharia-compliant assets and avoids investments in prohibited activities such as gambling or usury (riba).

SANI tried to keep their cost as low as possible since they wanted to avoid having debt, especially from Bank. On the total cost, SANI maintained their expenses around 2 billion except for 2019-2020, after they constructed several facilities and paid the land rental. The next year, the total spending decreased since the school wanted to minimize unnecessary expenses. Establishing a sinking fund can also be considered risk management, an essential aspect of Islamic finance. By setting aside funds to cover unexpected expenses or shortfalls in revenue, organizations can better manage their financial risks and avoid situations of financial distress. This phenomenon can contribute to the stability and resilience of the organization, which is consistent with the principles of Islamic economics. In summary, the concept of a sinking fund can be compatible with Sharia economic principles, provided that it is established and managed in a Sharia-compliant manner. It is a form of financial reserve that can help organizations manage their financial risks and promote stability and resilience.

Nurul Islam Nature School is commended for recognizing the importance of teaching Islamic economic principles to its students and incorporating them into the school curriculum. Islamic economic principles are based on justice, fairness, and balance, which are essential to the Islamic faith. One of Islamic economics's fundamental principles is riba, or usury, which is forbidden in Islam. Islamic economic principles support using a Profit and Loss Sharing Model (PLS) when conducting business and sharing profits and losses among the parties involved. Another important tenet of the Islamic economy is zakat, a form of charity that Muslims and voluntary charities must give. These principles underpin and support the concept of social welfare as a proportional distribution of wealth in society.

By including these principles in the curriculum, Nurul Islam Nature School offers its students a solid education in Islamic economics. It instills in them the values of justice, fairness, and equality essential for building a just and equal society. In addition to learning the principles of Islamic finance, students will acquire the knowledge and skills to understand and navigate the complex financial landscape of today's world. This knowledge will enable them to become responsible and ethical economic agents in their future lives and to contribute positively to the wider society.

Students at Nurul Islam Nature School gain a better understanding of the principles of Islamic economics and their relevance to contemporary economic challenges. This status is a testament to the effectiveness of the school's curriculum and the dedicated efforts of teachers and administrators to provide a balanced education to students. Students should understand the importance of Islamic economic principles in today's world. These principles provide a unique perspective on finance based on ethical values and social responsibility. By understanding these

principles, students are better prepared to critically analyze and evaluate economic policies and practices and propose alternative solutions consistent with Islamic values.

Additionally, understanding Islamic financial principles can help students develop a sense of responsibility towards society as a whole and consider the social and environmental consequences of their financial activities. This belief can contribute to building a more sustainable and equitable financial system based on justice, equality, and balance. Students' good understanding of Islamic economics principles proves that the Nurul Islam Nature School curriculum prepares them for the challenges and opportunities of the modern world.

Islamic economics revolves around maximizing profits and promoting ethical behavior and social responsibility in economic activity. Underlying the Islamic economy, which emphasizes ethical behavior and social responsibility, is the amana which refers to the God-given personal responsibility to act with integrity and integrity. This concept highlights the importance of ethical behavior and social responsibility in economic activity and encourages individuals to consider their economic decisions' broader social and environmental impacts. By recognizing the importance of ethical behavior and social responsibility in the Islamic economy, Nurul Islam Nature School students are preparing to become economic agents that can contribute to building a fairer and more just society. Additionally, focusing on ethical behavior and social responsibility can help students develop purpose and meaning in economic activity by encouraging them to develop financial goals consistent with their values and beliefs. Understanding ethical behavior and social responsibility in the Islamic economy is proof of the effectiveness of Sekolah Alam Nurul Islam in providing comprehensive education based on Islamic values and principles.

Islam emphasizes the importance of environmental protection and social welfare, and these principles are reflected in the school's approach to education and its values. Ecological sustainability is an essential aspect of Islamic teaching. Seeing Nurul Islam Nature Schools' efforts to promote environmental awareness and sustainability among its students is encouraging. By adopting an environmentally responsible attitude, the school helps create a generation of environmentally conscious citizens who can contribute to a sustainable future. Similarly, social welfare is another important aspect of Islamic teachings, and Sekolah Alam Nurul Islam's commitment to social welfare is reflected in his emphasis on community service and charitable activities. By encouraging students to participate in community service and philanthropic work, the school helps promote social responsibility and compassion among its students. Nurul Islam Nature Schools' commitment to environmental sustainability and social well-being by Islamic principles is a testament to its holistic approach to education that seeks to develop responsible and ethical individuals who can contribute to building a fairer and more equal society.

3. DISCUSSION

Applying Islamic economic principles at Nurul Islam Nature School has successfully introduced students to alternative economic systems beyond traditional capitalism. Islamic economics is a system of economic principles and practices based on Islamic beliefs that emphasize the ethical conduct of social justice and sustainable development. Students learn

about economic systems that prioritize social welfare and ethics by applying these principles to religious institutions like the Nurul Islam Nature School. The report also suggests that religious institutions have the potential to play an important role in shaping students understanding of the traditional economy. Through implementing Islamic economic principles, students can learn about alternative approaches to economic development that may be taught outside of traditional schools according to *ilm* (Islamic knowledge) (Hilgendorf, 2003, p. 64). The Islamic Finance Institute run by Nurul Islam Nature School provides examples of religious education to help students gain a broader understanding of economics form their views on the financial system and relate it to a religious way of life. (Eickelman, 1978, p. 493).

Religious institutions such as Nurul Islam Nature School can promote an alternative economic system based on ethical values and social responsibility. Noor-ul-Islami School of Nature teaches students Islamic finance principles and provides them with an alternative economic system based on equity, justice and balance. This understanding helps students critically examine and evaluate the current financial system and propose alternative solutions consistent with their values and beliefs. In addition, applying Islamic economic principles in Nurul Islam Nature School also helps create a more inclusive and diverse economic debate. By providing students with an understanding of Islamic financial principles, the school contributes towards a more pluralistic economic discourse that recognizes the diversity of economic systems and values. Overall, implementing Islamic economic principles in Nurul Islam Nature School demonstrates the potential of religious education institutions to provide students with an understanding of alternative economic systems grounded in ethical values and social responsibility. By promoting alternative economic systems, religious education institutions can help build a more just and equitable society based on justice, fairness, and balance values. In SANI's economic systems, it integrates Islamic principles and social empowerment programs, which are reflected by the financial ratio.

NO.	SUMMARY	Year				
		2016 - 2017	2017-2018	2018-2019	2019-2020	2020-2021
1	Income	-	-	-	-	-
1.1	Learning Activities	-	-	-	-	-
1.1.1	Entrance Fee	710.400.000	775.250.000	591.500.000	748.000.000	628.800.000
1.1.2	Tuition Fee	1.584.000.000	1.763.400.000	1.402.500.000	1.720.200.000	1.161.600.000
1.1.3	Additional fee	17.490.000	13.887.720	24.895.000	44.117.000	622.576.422
1.2	Total Income	2.311.890.000	2.552.537.720	2.018.895.000	2.512.317.000	2.412.976.422
2	Expenses	-	-	-	-	-
2.1	Operating Expenses	-	-	-	-	-
2.1.1	School Income & Expenditure Budget	819.366.130	933.736.567	813.456.781	727.172.856	319.955.201
2.1.2	Salaries/ Honor	1.093.079.788	1.168.658.386	1.156.380.498	1.176.233.358	936.655.218

NO.	SUMMARY	Year				
		2016 - 2017	2017-2018	2018-2019	2019-2020	2020-2021
2.2	Depreciation and Amortization	-	-	-	-	-
2.2.1	Other Asset	-	-	-	-	-
2,3	Other Expenses	-		-	-	-
2.3.1	Teacher training	-	-	10.100.000	-	-
2.3.2	Renovation	123.283.500	46.000.000	-	-	500.000.000
2.3.3	Holiday Allowance	61.551.200	85.000.000	63.686.021	67.139.806	58.546.548
2.3.4	Insurance	46.000.000	64.218.409	-	44.000.000	44.000.000
2.3.5	Construction of Mosque	-	-	-	140.000.000	-
2.3.6	Construction of Back Area	-	-	-	90.000.000	-
2.3.7	Roof Repair	-	-	-	2.700.000	-
2.3.8	Land Rental	-	-	-	275.000.000	-
2.3.9	Compensation	-	-	-	-	8.350.000
2,4	Total Expenses	2.143.280.618	2.297.613.362	2.043.623.299	2.522.246.019	1.867.506.968
3	Surplus/Deficit	168.609.382	254.924.358	- 24.728.299	- 9.929.019	545.469.454
4	Ending Balance	168.609.382	423.533.740	398.805.441	388.876.422	934.345.875

Table 3. Detail financial ratio

From the financial statement data, the five-year revenue from 2016 has fluctuated widely, especially in 2018, when the amount decreased by one-fifth from the previous year. The reduction in student numbers decreased by 12 from 100 students. The decline was countered by conducting teacher training, which is intended to develop the qualifications and creativity of teachers to continue developing their education methods. Although teacher training is conducted annually, due to the changing conditions of the school, SANI conducts additional training to cope with the changes experienced by the school.

Due to this strategy, SANI's annual income in the following year increased again to almost the same value in 2017. With the increase in revenue, SANI management used the surplus funds to strengthen its assets, such as the construction of a place of worship and the structure of a back area used for outdoor learning activities. SANI also extended the lease contract for the back land to strengthen the assets owned by SANI, which can be used to sustain the school's existence (interview with Ade Chairil Anwar, Director of SANI, 01 May 2023).

After the school owned additional assets and expanded the lease of the rear area, the school maintained the building and other facilities amounting to 500,000 million rupiah using grants provided by external parties. These renovations covered basic facilities such as classrooms to supporting ornaments such as additional teaching tools. The school also sought to offer other benefits starting that year by donating to orphans and poor people during the implementation of hospitality activities with the general public. It became an annual program (interview with Ade Chairil Anwar, Director of SANI, 01 May 2023).

Implementing Islamic economic principles in Nurul Islam Nature School has shown that integrating these principles into the school curriculum can positively impact the students and the school community. The study might have found that integrating Islamic economic principles into the school curriculum has helped students develop a deeper understanding of the principles of social justice, ethical conduct, and sustainable development, which are at the core of Islamic economics. The integration of these principles has encouraged students to adopt a more critical perspective on conventional economic systems and to appreciate alternative economic approaches.

In addition, the study found that integrating Islamic economic principles into the school curriculum positively impacted the school community. For example, this leads to greater community involvement and support for the school or helps promote a culture of ethical behavior and social responsibility among students and staff. The research shows that integrating Islamic economic principles into the school curriculum can positively impact students and the larger school community. He could have emphasized the importance of introducing alternative economic approaches in educational institutions and the potential of such policies to promote ethical behavior, social justice, and sustainable development.

Integrating Islamic economic principles into the Nurul Islam Nature School curriculum will benefit students and the school community. Islamic financial principles are rooted in justice, equity, and the promotion of public welfare. Incorporating these principles into the curriculum gives students a deeper understanding of how they apply to real-world situations and how they can be applied to solve economic problems. Islamic financial principles emphasize moral and ethical behavior in business transactions. By teaching students these principles, they develop a strong sense of ethics and morality and apply them in their personal and professional lives. It will help them to become responsible and committed individuals to serve the society. Islamic economic principles emphasize the importance of collective welfare. By teaching these principles to students, they develop a sense of responsibility towards their society and a desire to work for the betterment. It creates a strong sense of community within the school and fosters a sense of cooperation and collaboration among students.

In addition, Islamic economic principles are based on a deep understanding of the interdependence of economic, social, and environmental systems according to Koranic principles (Warde, 2000, p. 5). By teaching these principles to students, they can develop critical thinking skills and an ability to analyze complex issues. This can help them become more effective problem-solvers and decision-makers since its focus are moral, ethical, and distribution of the earth's resources (Mirakhor & Askari, 2017, pp. 93–94). Islamic economic principles also emphasize the importance of sustainability and conservation. These principles

teach students to appreciate the natural environment and develop a sense of responsibility. This can promote sustainable practices within the school and inspire students to become environmental stewards. Integrating Islamic economic principles into the Nurul Islam Nature School curriculum can positively impact students and the school community. It can help develop ethical and moral behaviour, foster a strong sense of community, promote critical thinking, and inspire sustainable practices.

This study has found that Islamic economic principles offer a unique perspective on contemporary economic issues that cannot be found in conventional economic systems. For instance, it might have demonstrated how Islamic economics promotes social welfare by emphasizing the importance of social justice, equality, and ethical conduct in economic activities (Choudhury, 2008, pp. 54–55). Similarly, the study might have highlighted the role of Islamic economics in promoting environmental sustainability by emphasizing the importance of preserving natural resources and avoiding activities that harm the environment. Overall, the study might have insisted on the relevance of Islamic economic principles to contemporary economic issues and their potential to address some pressing challenges facing societies today, such as inequality, poverty, and environmental degradation. It might have argued that integrating these principles into the school curriculum can help prepare students to become more engaged and responsible citizens aware of the challenges facing their communities and the world.

Islamic economic principles in Nurul Islam Nature School can provide valuable information and guidance for contemporary economic issues, including social welfare and environmental sustainability. In Islam, social welfare is considered as the basic principle of economic activities. The obligatory charity of Zakat is an excellent example of how Islam emphasizes the importance of the redistribution of wealth for the welfare of society. Additionally, Islamic finance emphasizes the provision of interest-free loans to support entrepreneurship and economic development, particularly for marginalized or with limited access to capital. Nurul Islam Nature School can incorporate these principles into its economic activities by promoting Zakat contributions and supporting interest-free loans for its students, particularly those from economically disadvantaged backgrounds. Islam considers the environment a sacred trust (amanah) given to humans by God and therefore emphasizes the importance of environmental sustainability. Environmental protection and the protection of natural resources are mentioned many times in the Quran and Hadith. The Nurul Islam Nature School can incorporate these principles by promoting sustainable environmental practices such as reducing waste, conserving water and energy and using renewable resources. Schools can also encourage students to actively participate in conservation and community service projects focusing on environmental sustainability.

Islamic financial institutions emphasize ethical behavior in financial activities. This includes curbing speculation and preventing unfair business practices. Islamic finance also promotes transparency and accountability in financial matters. Nurul Islam Nature School can promote these principles by inculcating ethical behavior in students, especially in financial activities. Scholars can provide education and training in ethical business practices and promote transparency and responsibility in financial matters. Nurul Islam Nature School's economic

principles can be relevant to today's economic issues, including social and environmental sustainability. Schools can incorporate these principles in their financial activities by promoting zakat donations encouraging interest-free loans supporting environmentally-friendly practices, and encouraging ethical behavior.

CONCLUSION

This paper has explored the implementation of Islamic economic principles in Nurul Islam Nature School and has found that such performance positively impacts the students and the school community. The study highlights the importance of teaching Islamic economic principles in religious education institutions and integrating these principles into the school curriculum. The study emphasizes the relevance of Islamic economic principles to contemporary economic issues. It suggests that implementing these principles can provide an alternative to mainstream economic systems prioritizing profit over social welfare and environmental sustainability.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

How Family Business Can be Sustainable in Digital Era

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ABSTRACT

In Indonesia, noodles are a favorite food easily found everywhere. Both traditional and modern businesses use noodles as the main ingredients for their food. This study aims to show the evidence from a legendary noodle business of Bakmi Gajah Mada which shows that the management performance of Bakmi Gajah Mada company can survive since 1959 despite the threat of food competition and it has survived many challenges. Tangibility, Reliability, Assurance, Responsiveness, and Empathy are the servqual dimensions impacting customer satisfaction. However, there is still limited research looking at how Bakmi Gajah Mada has to prioritize on its service quality dimensions from the customer's point of view compared to Bakmi Gajah Mada's point of view. We will use a quantitative research approach with a nonprobability purposive sampling technique with the criteria of samplings are loyal customer who lives in the greater area of Jakarta. The findings will show what steps should be taken by the management of Bakmi GM to survive the competition and show the managerial implications of how to improve customer satisfaction.

Keywords: Customer Satisfaction, Generational Gap, Service Quality

INTRODUCTION

Bakmi GM (formerly known as Bakmi Gajah Mada) is a restaurant that produces noodles as its main menu, and there are also rice dishes and other side dishes. Bakmi GM started as a humble street food stall and has managed to build its reputation as the most iconic noodle in Jakarta over the last 60 years. In 2018, Bakmi GM grew to serve 30,000 customers per day in more than 50 restaurants located in Jabodetabek, Bandung, and Surabaya. But along the way, many competitors have emerged, generations of customers have changed, the fast-moving trend-based market in Indonesia and the changing landscape of the food market in Jakarta with more and more restaurants assisted online.
The biggest challenge for Bakmi GM at the moment is a disruption in the restaurant industry. With many new restaurants popping up that don't need a physical form. Today, restaurants can exist with just one name. This form is Bakmi GM's competitor. Previously, competitors were visible (tangible), such as HokBen, KFC, McD, and others. Now many restaurants are not visible (intangible). As well as a more attractive menu arrangement and services than competitors. The research question is how does Bakmi GM prioritized its service quality to increase customer loyalty and satisfaction to face competition in the digital era.

LITERATURE REVIEW

Consumer Behavior

Understanding consumer behavior can be interpreted as consumer behavior shown by consumers in searching for, buying, using, and disposing of products and services that they expect will satisfy their needs. Consumer behavior refers to individuals and households purchasing goods or services for personal consumption (Khodijah and Saino, 2012). So, it can be concluded that the meaning of consumer behavior is a process of how consumers choose, buy, use, then evaluate, and spend the product to meet their needs and wants.

Customer Satisfaction

Customer satisfaction is an assessment of the performance of a product or service in relation to consumer expectations. The customer is dissatisfied if the product does not match or the service does not meet expectations. And conversely, if the products and services meet expectations, then the customer is satisfied and can provide positive benefits and impacts on the company (Kotler & Armstrong, 2018).
Several measurements of satisfaction determinants consist of 3 parts, namely product performance, consumption feelings, and product expectations (Blackwell et al., 2012). Measuring customer satisfaction consists of four ways, namely the complaint and suggestion system, the ministry shopper, and the analysis.

Food Quality

Quality does not only exist in goods or services but also exists in food products. Food quality is a level of consistency in menu quality achieved by setting a product standard and then checking the points that must be controlled to see the quality to be achieved (Hanisah, 2017).

Behavioral Intention

One result of a choice by planning one or more behaviors is behavioral intention (Peter & Olson, 2017. The indicators are divided into three, namely recommendations to others, purchase intentions, and positive word of mouth (Fakih, Assaker, Assaf, & Hallak, 2016). Behavioral intention is the development of the Theory of Planned Behavior (TPB) and the Theory of Reason Action (TRA). TPB is a theory that can predict one's behavioral intentions (Ajzen, 1991).

Value Perception

Perception is a process individuals use to select, organize, and interpret information input to create a meaningful picture of the world (Kotler & Keller, 2016). Customer value is a combination of quality, service, and price of a product offering.

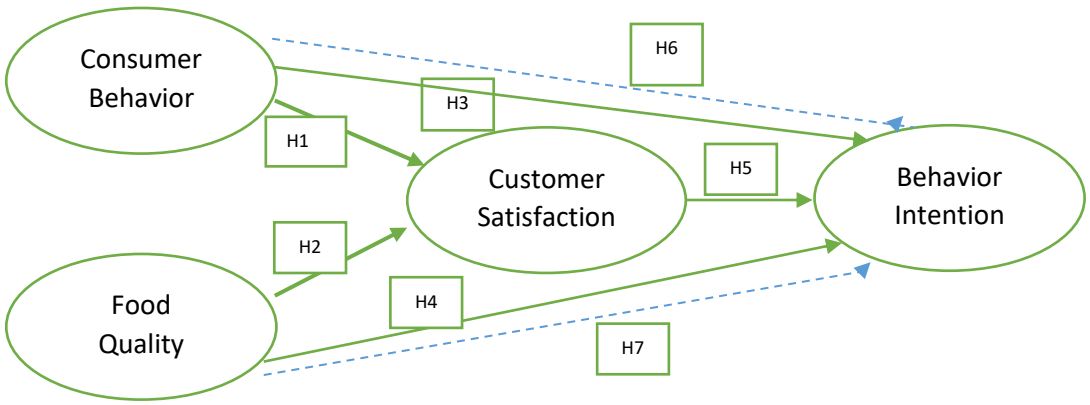
METHODOLOGY RESEARCH

Type of Research

This study can use a quantitative research approach with a non-probability purposive sampling technique using the sampling criteria. Quantitative research is more based on data that can be calculated to get interpretation (Sugiyono 2014). This sample is a non-probability type that is referred to as a judgmental or expert sample. Samples were selected not at random. This can be done by understanding the background of the population by selecting a sample that describes the variation.
The sample criteria that will use in this study are:

1. Consumers, who have visited at least 1 time to a noodle restaurant
2. Minimum age 17 years
3. At this age, a person can give an assessment and decision on an object
4. Visiting time
5. Minimum visit time in the last 6 months at one of the noodle restaurants

Proposition



This Research study, on consumer behavior, uses three indicators of the relationship between service quality satisfaction and switching intention Namkung, Y., & Jang, S. (2007). Does food quality really matter in restaurants? Its impact on customer satisfaction and behavioral intentions. Journal of Hospitality & Tourism Research. Bansal, H. S., & Taylor, S. (1997). (2014). Investigating the Relationship Between Service Quality, Satisfaction and Switching Intentions. Food Quality, Hanaysha, J. . (2016). Testing the Effects of Food Quality, Price Fairness, and Physical Environment on Customer Satisfaction in Fast Food Restaurant Industry. *Journal of Asian Business Strategy*. Soraya, N. C. T., Sudarmiatin, S., & Dhewi, T. S. (2023). The Effect of Food Quality and Perceived Value on Behavioral Intention Using Customer Satisfaction as A Mediation Variable (Study On Gacoan Noodle Restaurant in Surabaya). *International Journal Of Humanities Education and Social Sciences (IJHESS)*.

Population and Research Sample

The population is a generalized area of objects and subjects with certain qualities and characteristics set for researchers to study and then draw conclusions (Sugiyono, 2014). The sample population comes from 100 loyal customers who are around the Jakarta area.

Table 1. Definition of Operational Variables

Variabel	Definisi	Indikator
Consumer Behaviour	Consumer behavior directed by consumers in finding, buying, using products and services. The conclusion is how consumers choose, buy, use, evaluate and spend the product as they wish.	a. Menu Option b. Price c. Taste d. Service
Customer Satisfaction	Customer satisfaction is the level of consumer feelings after trying and comparing products that are in accordance with expectations.	a. The quality of the food is as expected b. Service quality is as expected c. Price/value of Money
Food Quality	Food quality is a level in the consistency of menu quality achieved by setting product standards and controlling the quality achieved. The main factor that makes customers come/visit is the product being offered	1. Variation of menu options 2. Taste 3. The way of presentation
Behaviour Intention	One of the behavior of the customer is the intention to visit, buy and enjoy.	1. Promotions 2. Chat by word of mouth 3. Recommendations
Value Perception	The process used by individuals to select,	1. Quality 2. Price

	organize, and interpret information input to create an image	3. Service

Data Collection Techniques

The data collection technique was using a questionnaire which was carried out by distributing a list of questions to the Bakmi GM customers who were sampled. The answers to each question item use a Likert scale, where there are four choices on a Likert scale as follows:

Table 2. Skala Like

Information	Score
Strongly Agree (SA)	4
Agree (A)	3
Not Agree (NA)	2
Strongly Not Agree (SNA)	1

Data Analysis Techniques

The research instrument was first tested before the questionnaires were distributed to respondents. The research instrument test consists of a validity test, used to test the contents of a research instrument, with the aim of measuring whether or not a questionnaire is valid, and a reliability test. Which is used to measure the accuracy of the instrument so as to produce data that is reliable in research. The data analysis method used in this research includes the classical assumption test, multiple linear regression analysis, and hypothesis testing, using the statistical package for social science (SPSS) application.

Limitations and Future Research

Limitation:

- The research is currently still ongoing
- There is no comparative research of servqual from the eyes of the customer versus the "Bakmi GM Management"

Future Research

- Further quantitative research is needed
- Future comparison between the perspective of customers and the perspective of management

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Factors that Affect Adoption of Fintech in Retail Industry and Its Relation to Increase Financial Performance Evidence in Merchants Coached by Aksesmu (PT Sumber Trijaya Lestari)

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ABSTRACT

Micro, Small & Medium Enterprises ("MSMEs") are productive economy business that are run by individuals or business entities. MSMEs contributes approximately 61% of total Gross Domestic Product in Indonesia and absorbed 97% of domestic employment nationwide. However, most MSMEs are faced with similar issues, such as high distribution cost and low credit distribution. PT Sumber Trijaya Lestari ("STL") launched Aksesmu in April 2022. Aksesmu distributes merchandise inventory in relatively lower price and provides delayed payment option for the purchase, as a mean for distributing credit to MSMEs. However, the internal data of STL suggested that there were only 10% merchants from 74,000 total merchants that used the delayed payment option. This research aims to discover the factors that affect adoption of the feature. Purposive sampling is used in this research to equally distribute the sample based on gender, age, and area. The sample size is determined by using Inverted Square Root Method. The data is collected by online and offline interviews and will be processed by using PLS-SEM. The result of the data analysis will explain how all factors affect the adoption and will be used by the company for further use.

Keywords: MSMEs, Credit Distribution, Fintech, Financial Performance

INTRODUCTION

Micro, Small and Medium Enterprises ("MSMEs") are often faced with capital and cash flow issues. Aksesmu intends to help MSMEs in cash flow issues in the app, however there are only few merchants who uses their feature.

1. CHAPTER I – INTRODUCTION

1.1 Phenomena

MSMEs covered 99% of total enterprises in Indonesia. MSMEs also contributed 61% to Indonesia's total Gross Domestic Product ("GDP"). It absorbed around 97% of domestic employment (Indonesia Investments, 2022). However, according to Tambunan (2008) MSMEs faced several problems, such as: (1) lack of capital,
(2) lack of access to useful business insights, and (3) challenges in marketing and distribution. These constraints, especially lack of capital, still occur in 2020.Based on data gathered by Organisation for Economic Co-operation and Development ("OECD") (2022), total business loan to MSMEs averaged about 19.95%.
In China, Alibaba started the initiative to aid MSMEs with their funding. In 2015, Alibaba launched online agricultural loan products. Agricultural users only neededto upload their identity information in order to borrow some large amounts of money. This program led to many programs from other companies, which made the market size of financial technology ("fintech") industry in 2019 exceeds ¥375.3 billion and reached ¥543.2 billion in 2022 (Sun, Ying, & Zhang, 2022).

1.2 Research gap

PT Sumber Trijaya Lestari ("Aksesmu") is a retail company which focuses to create partnership with retail MSMEs through a mobile phone application. The company provides inventory for retail MSMEs with delayed payment feature. For the delayed payment feature, Aksesmu collaborates with Tokomodal to provide the service. In practice, Tokomodal pays in full the owed amount to Aksesmu. Later the merchants that choose the option will pay the owed amount and administration fee to Tokomodal according to the due date (PT Sumber Trijaya Lestari, 2023).

According to internal data, there were approximately 74,000 retail MSMEs that had already joined as merchants from January 2021 to May 2023. However, there were only about 5,000 merchants (7%) that utilized the delayed payment feature. Monthly transactions using the feature were averaging in around 14,000. The number may suggest that on average, merchants used the feature 2-3 times a month.

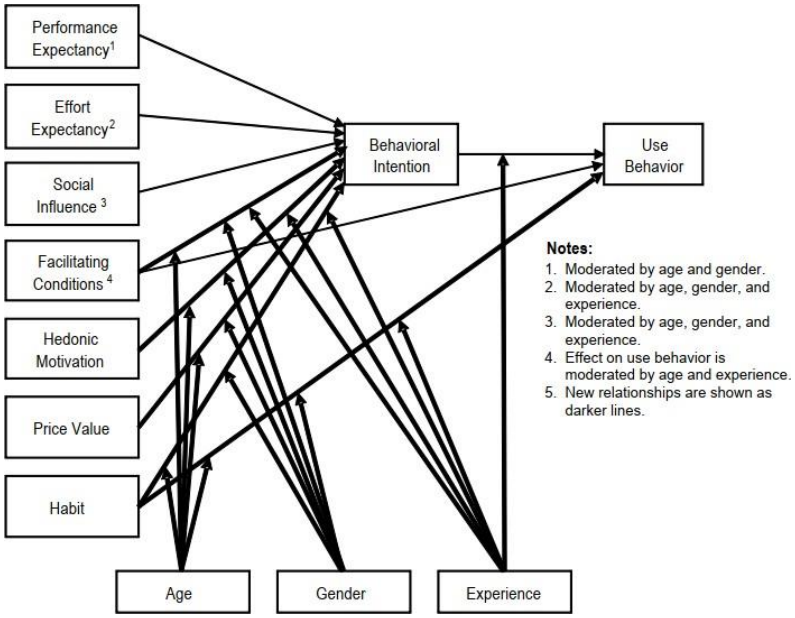
2. CHAPTER II – LITERATURE REVIEW

2.1 General theory

Venkatesh, Thong and Xu (2012) introduced a model called Unified Theory of Acceptance and Use of Technology ("UTAUT2"). This model identifies seven constructs that affect behavioral intention of technology user. UTAUT2 is a development from the previous model, which adds three more constructs (Hedonic Motivation, Price Value, and Habit) to

explain the behavior of user.

Figure 3 UTAUT2 model



Source: Venkatesh, Thong and Xu (2012)

2.2 Specific theory

Corporate Finance Institute (2023) comprised Gross Profit as the result of deducting total sales and cost of goods sold. Sales is the monetary amount acquiredfrom selling goods and services to customers, deducted by returned goods and discounts.

Corporate Finance Institute (2022) defines Net Profit Margin as a ratio that calculates percentage of profit from deducting all expenses from the total sales.

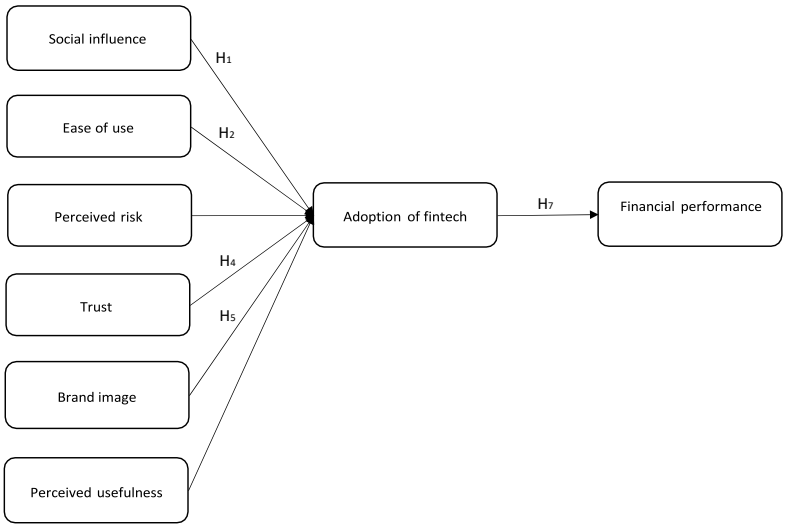
Preve & Sarria-Allende (2010) defines Working Capital as the deduction of currentassets and current liabilities. This ratio shows how much cash, banks, or liquid assets is ready to settle a company's current liabilities.

Corporate Finance Institute (2022) explains that Operating Cash Flow is the amount of cash generated from routine operating activities. Operating Cash Flow iscalculated by deducting increase of working capital and adding non-cash expenses to net income.

3. CHAPTER III – METHODOLOGY

3.1 Research hypotheses

Figure 5 Conceptual hypothesis



Source: researcher (2023).

3.2 Population

According to internal data from PT Sumber Trijaya Lestari, there were approximately 74,000 merchants that were registered in Aksesmu. From those 74,000 merchants, there were approximately 5,000 merchants who performedtransactions daily in the application.

3.4 Sampling method

After acquiring the research population, researcher calculates the appropriate sample size according to rule of thumb of Partial Least Square-Structural EquationModeling ("SEM") since the researcher uses SEM to analyze data. The most widely known method to calculate minimum sample size is 10-times rule method. Hair et al. (2011) formulate minimum sample size of PLS-SEM should be equal tothe larger of ten times of the formative indicators or ten times of the structural paths.

However, Kock & Hadaya (2018) proposed a more accurate and precise sampling method that is also simple and effective to use. Inverse square root method is proven to reduce overestimations and has slight inaccuracy, while being easy and simple in its application.

After acquiring the sample size, the researcher believes that the sample size has to be clustered by using purposive sampling. In this research, sample is determined based on the sample size looking from these criterias: (1) owners of retail MSMEs, (2) users of delayed payment feature in Aksesmu app, (3) located in Jakarta, Bogor, Depok, Tangerang, and Bekasi.

CONCLUSION

This research intends to explore all factors that affect adoption of fintech in merchants of Aksesmu and how the adoption of fintech affects their financial performance. Researchers uses population from all merchants of Aksesmu todetermine the sample. The sample is later analyzed by using PLS-SEM to find the most accurate result. This research may benefit the retail industry, however the population needs to be expanded further.

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Liquidity and Profitability Ratio Analysis to Assess Financial Performance of PT. Adhi Karya (Persero) Tbk. during the Periods of 2017 - 2021

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ABSTRACT

This study aims to evaluate the financial performance of PT. Adhi Karya (Persero) Tbk., which is a prominent construction company in Indonesia, by employing liquidity and profitability ratio analysis. The research utilizes financial data from the company's annual reports for the years 2017 to 2021, enabling an in-depth examination of the company's liquidity position and profitability. The liquidity analysis involves the calculation of the current ratio, quick ratio, and cash ratio, providing insight into the company's ability to meet its short-term obligations. Profitability analysis on the other hand focuses on key ratios such as gross profit margin, net profit margin, return on assets (ROA), and return on equity (ROE), which shed light on the company's ability to generate profit and maximize shareholder value. The liquidity analysis reveals the company's ability to maintain adequate liquidity to meet its short-term obligation. The profitability analysis provides insight into the company's profitability trends, efficiency in generating profits from its operation, and ability to effectively utilize assets and equity. The result of the analysis can aid management in making informed decisions regarding financial planning, investment opportunities, and strategic initiatives. The study's insight can also support investors, creditors, and other stakeholders in evaluating the company's financial stability, risk profile, and growth potential.
Keywords: Liquidity Ratio, Profitability Ratio, Financial Performance, Construction

INTRODUCTION

The Ideal company undoubtedly has specific goals for the benefit of the organization and its human resources. Generally, the company's goals are to maximize profits by minimizing operational costs without compromising the quality of work, thereby ensuring the long-term sustainability of the company. Moreover, in the current era of fierce business competition and rapid technological advancement, it is increasingly challenging for companies to compete if they cannot manage their finances effectively and adapt to creativity and productivity to expand their business.

When determining whether a company has good quality, two dominant assessments that can be used as references to evaluate the company's management. These assessments can be conducted by examining both financial performance and non-financial performance. Financial performance can be assessed through the financial statements of the respective company, which are reflected in the information obtained from the balance sheet, income statement, cash flow statement, and other supporting factors that contribute to the evaluation of financial performance. As a source of information, financial statements are more beneficial when viewed comprehensively, such as comparing a period with another period or comparing the financial statements of the company with similar companies. Essentially, several financial ratios can be utilized, namely liquidity ratios, activity ratios, profitability ratios, and solvency ratios.

The performance evaluation of each company varies depending on the scope of the business it operates in. If a company operates in the sector of producing goods, its evaluation will differ from a company operating in the service sector. This research will delve into a more detailed discussion of the financial performance analysis of the service sector, specifically the construction services. According to Kompas.com in August 2017, it was stated that PT. Adhi Karya (Persero) Tbk, a state-owned construction company listed on the Indonesia Stock Exchange, achieved the best performance among construction company emitters compared to other state-owned enterprises. Additionally, in August 2017, PT. Adhi Karya reported a new contract acquisition of Rp. 28.6 trillion. The contribution per business line in the new contract acquisition was dominated by the construction and energy business, accounting for approximately 96.6 percent, while the remaining percentage comprised other business lines.

PT. Adhi Karya Tbk recorded a net profit of Rp. 86.49 billion during the year 2021, representing a significant increase of 264.94% compared to Rp. 23.70 billion in 2020. This increase in profit can be attributed to the growth in revenue and a decrease in selling expenses. In the 2021 financial report, PT. Adhi Karya Tbk reported total revenue of Rp. 11.53 trillion, which rose from Rp. 10.82 trillion, and a gross profit of Rp. 1.75 trillion, increasing from Rp. 1.73 trillion. The situation presented in the financial report quotation will undoubtedly have a significant impact on the company's performance. Therefore, it is crucial to pay special attention to determining strategies and management approaches to maintain the company's performance.

According to the description, this research aims to assess the financial performance of PT Adhi Karya Tbk from 2017 to 2021. The study will focus on conducting a deeper analysis of liquidity and profitability ratios, leading to the chosen title: "Liquidity and Profitability Ratio Analysis to Assess Financial Performance of PT. Adhi Karya (Persero) Tbk. during the Periods of 2017 – 2021."

LITERATUR REVIEW

Financial management according to James C. Van Horne (2010:5), financial management is defined as all activities related to the acquisition, funding, and management of assets with various comprehensive objectives. Ernie Tisnawati Sule and Kurniawan Saefullah (2010:15) state that financial management is a management activity based on its function, which essentially strives to ensure that business activities can economically achieve their goals, measured by profit. According to Bringham (2010:6), financial management is considered both an art and a science. It involves the art of managing money and encompasses processes, institutions/organizations, markets, and instruments that are involved in the transfer of funds between individuals, businesses, and governments.

Corporate liquidity is the company's ability to fulfill its short-term obligations on time. Companies that have high profits may not be able to pay dividends to shareholders because there are no funds to pay dividends. Research conducted by Yanti & Dwirandra (2019), states that there is a positive and significant effect between liquidity and capital structure. A company that can meet its financial obligations promptly means that the company is in a liquid state and indicates that the company's opportunity to grow tends to be high. Companies that have a good level of liquidity will easily get additional capital and can maintain the capital structure that the company wants (Pervaiz et al., 2013)

1. The Role and Function of Financial Management

Interconnected with other functional areas within a company and complement each other. The role of financial management in a company is significant and encompasses various activities, including:

1. Being responsible for decision-making regarding the acquisition, financing, and management of assets.
2. Allocating economic resources to enhance economic growth.
3. Adapting to environmental changes in asset allocation.

According to James C. van Horne (2010:6), the functions of financial management can be divided into:

a. Investment decisions, which involve determining the amount and composition of assets, such as cash allocation, fixed assets, or other assets.

b. Financing decisions, which relate to determining the amount of funds provided by the company, whether through debt or equity.

c. Asset management, which involves efficient management of assets, particularly current and fixed assets.

1.1 Definition of Financial Statements

Initially, financial statements for a company served as a tool to verify the work of the accounting department. However, financial statements have evolved to not only serve as a verification tool but also as a basis for determining or evaluating the company's financial performance. Based on the analysis results, the financial position of the company can be determined, and stakeholders can make decisions based on this information. To assess the financial position and achievements of a company, it is necessary to have financial statements from the respective company. According to Munawir (2012:2), "Financial statements are essentially the result of the accounting process that can be used as a tool to communicate financial data or activities of a company to stakeholders interested in the company's data or activities." The objectives of

financial statements, as stated by Sawir (2001:2) by Financial Accounting Standards, are as follows:

1. Providing information about the financial position, performance, and changes in the financial position of a company is beneficial to a large number of users in making economic decisions.
2. Financial statements are prepared to meet the common needs of most users, generally depicting the financial effects of past events.
3. Financial statements also show what management has done or management's accountability for the resources entrusted to it.

1.2 Characteristics of Financial Statements

According to Kasmir (2015:11), the recording process involved in preparing financial statements must adhere to applicable principles. Similarly, the characteristics of financial statements are based on the nature of financial reporting itself. In practice, financial statements are typically historical and comprehensive in nature. The historical nature of financial statements means that they are prepared and compiled based on past data or periods preceding the present time. For instance, financial statements are prepared based on data from one or more previous years or periods.

1.3 The Types of Financial reports, according to Sujarweni (2017:12)

1. Balance sheet: This report depicts the financial position of a company at a specific point in time, including its assets, liabilities, and equity.
2. Income statement: This report provides information about the revenue, expenses, and profit or loss of a company over a specific period.
3. Statement of changes in equity: This report presents the changes in a company's equity due to additions and deductions from profit/loss and owner transactions.
4. Cash flow statement: This report illustrates the inflows and outflows of cash during a specific period. The cash flow statement provides an overview of the utilization of cash in three categories of activities related to a company: operating activities, investing activities, and financing activities.
5. Notes to the financial statements are additional information or explanatory notes added to provide clarification to readers of the financial statements. These notes assist in explaining the calculation of specific items within the financial statements.

2. Ratio Analysis

Financial ratios are one of the tools used to assess the performance and financial condition of a company. In a financial report, the interpretation or analysis of financial data from a company or organization is done, among other methods, through the use of financial ratios. According to Sunyoto (2013:63), "Ratio analysis is a technique used to determine the relationship between specific items in the balance sheet or income statement either individually or in combination." Another definition, according to Sugiono and Untung (2016:53), states that "Ratio analysis is a number that indicates the relationship between elements in the financial statements. This relationship is expressed in a simple mathematical form."

Therefore, it can be further understood that financial ratio analysis is a technique of manipulating the numbers found in financial statements (balance sheet and income statement) to demonstrate a relationship within the company's financial condition. According to Fraser in Sugiono and Untung (2016:56), financial ratios can be classified as follows:

1. Liquidity ratios (short-term solvency), which measure the company's ability to meet cash needs. This includes the current ratio (current assets divided by current liabilities), quick ratio (quick assets divided by current liabilities), and cash ratio (cash and cash equivalents divided by current liabilities).
2. Profitability ratios, which measure the company's ability to generate profits. This includes gross profit margin (gross profit divided by net sales), operating profit margin (operating profit divided by net sales), net profit margin (net profit divided by net sales), return on assets (net profit divided by total assets), and return on equity (net profit divided by shareholders' equity).
3. Activity ratios measure the efficiency of a company's operations. This includes the inventory turnover ratio (cost of goods sold divided by average inventory), accounts receivable turnover ratio (net credit sales divided by average accounts receivable), and total asset turnover ratio (net sales divided by average total assets).
4. Leverage ratios, which measure the extent to which a company relies on debt financing. This includes debt-to-equity ratio (total debt divided by shareholders' equity), debt ratio (total debt divided by total assets), and interest coverage ratio (earnings before interest and taxes divided by interest expense).

Therefore, in this study, two ratios are taken, namely liquidity ratio and profitability ratio, which will affect a company's financial performance. Liquidity analysis itself means the ability of the company to meet cash needs. It consists of the current ratio, quick ratio, and cash flow liquidity ratio. The profitability ratio (efficiency and overall performance) measures the overall performance of the company and its efficiency in managing assets, liabilities, and wealth. It consists of gross profit margin, operating profit margin, net profit margin, cash flow margin, ROA, ROE, and cash return on assets. From these two ratios, changes in performance can be observed."

METHODOLOGY

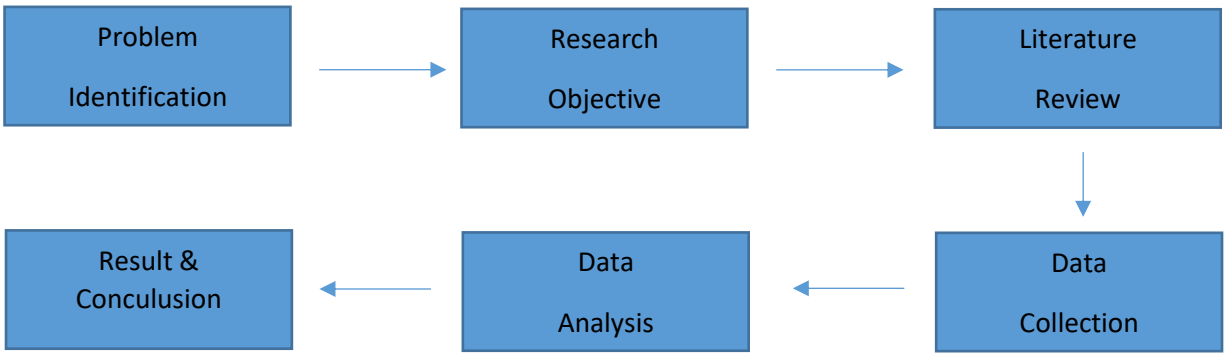


Figure 1. Research Methodology

Problem Identification: Explain the problem identification and research scope and limitation based on the case background of the company.

Research Objective: Explain the theories used to reach the main purpose of this research
Data Collection: The data gathering process related to the main research topic
Data Analysis: The analyzed and calculated data at the core of this research
Result& Conclusion: Show the result of this research objective and conclude it to answer the entire research problem.

Data Collection & Analysis

In This Research, the author used the annual report of PT Adhi Karya, periods 2017 to 2021. The data was obtained from Indonesia Stock Exchange's official website. The are several steps used in this research. For the company performance assessment, the methods used are financial ratios calculation, the author will only discuss the profitability and market ratios due to their relation with the return of the company. The financial ratio comparison will be operated by time-series analysis to evaluate the trend situation of the companies.

Liquidity Ratios

Liquidity ratios, also known as working capital ratios, are used to measure the liquidity of a company. It involves comparing the components on the balance sheet, namely total current assets with total current liabilities (short-term debts). Assessment can be done for multiple periods to observe the company's liquidity trend over time (Kasmir, 2015:130).
Various techniques used for analyzing liquidity ratios include the current ratio, quick ratio, cash ratio, cash turnover, and inventory to net working capital. The results will be elaborated as follows:

1. **Current Ratio**

The calculation is done by comparing current assets with current liabilities. The calculation of the current ratio for the year 2017 is as follows:

Current Ratio Calculation for the year 2017:

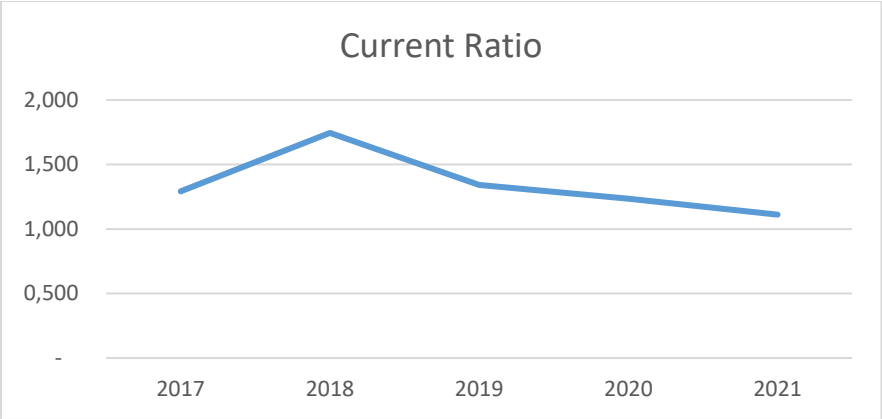
$$\text{Current Ratio} = \frac{16.792.278.617.095}{12.986.623.750.004} = 1.2$$

Table 1: Calculation result of The Current Ratio (in mio IDR)

Year	Current Asset	Current Liabilities	Ratio
2017	16.792	12.986	1.2
2018	24.817	14.221	1.7
2019	25.386	18.934	1.3
2020	30.315	24.562	1.2
2021	30.090	27.069	1.1

Source: Processed, 2023

Graphic 1: The Current Ratio (in mio IDR) Periods 2017 - 2021



Source: Processed, 2023

2. Quick Ratio

The calculation involves subtracting inventories from current assets and comparing them with current liabilities.

Quick Ratio calculation for the year 2017:

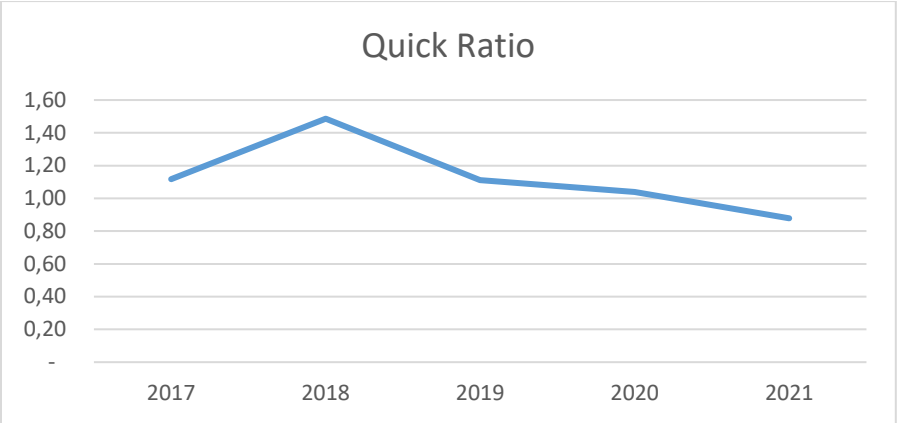
$$\text{Quick Ratio} = \frac{16.792.278.617.095 - 2.276.578.665.550}{12.986.623.750.004} = 1.12$$

Table 2: Calculation result of the Quick Ratio (in mio IDR)

Year	Current Asset – Inventory	Current Liabilities	Ratio
2017	14.515	12.986	1.12
2018	21.134	14.221	1.49
2019	21.025	18.934	1.11
2020	25.536	24.562	1.04
2021	23.769	27.069	0.88

Source: Processed, 2023

Graphic 2: The Quick Ratio Periods 2017 – 2021



Source: Processed, 2023

3. Cash Ratio

The calculation is done by comparing cash and cash equivalents with current liabilities.

Cash Ratio Calculation for the year 2017:

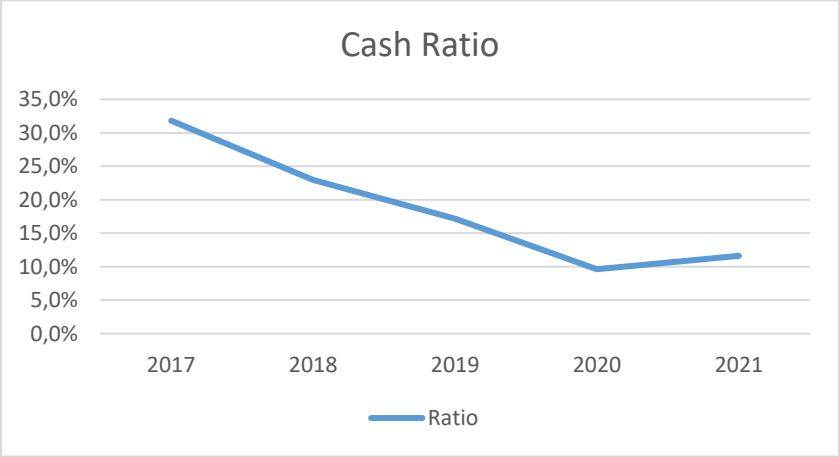
$$\text{Cash Ratio} = \frac{4.131.173.781.445}{12.986.623.750.004} \text{ x } 100\% = 31.81\ \%$$

Table 3: Calculation result of the Cash Ratio (in mio IDR)

Year	Cash and Cash Equivalent	Current Liabilities	Ratio
2017	4.131	12.986	31,8%
2018	3.263	14.221	22,9%
2019	3.255	18.934	17,2%
2020	2.363	24.562	9,6%
2021	3.152	27.069	11,6%

Source: Processed, 2023

Graphic 3:The Cash Ratio Periods 2017 – 2021



Source: Processed, 2023

4. Cash Turn Over

The calculation is done by comparing net sales (gross profit) with net working capital, which is current assets minus current liabilities.

Cash Turn Over Calculation for the year 2017:

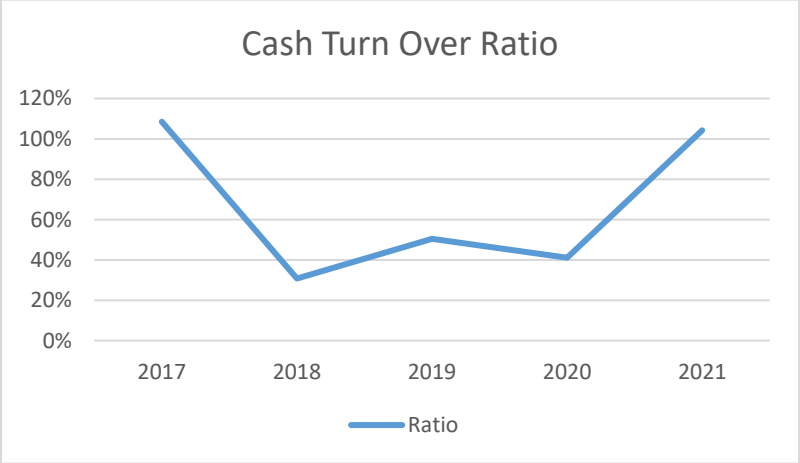
$$\text{Cash Turn Over} = \frac{2.057.806.343.384}{16.792.278.617.059 - 12.986.623.750.004} \times 100\% = 109\ \%$$

Table 4: Calculation result of the Cash Turn Over (in mio IDR)

Year	Net Sales (gross profit)	Current asset	Current Liabilities	Ratio
2017	4.131	16.792	12.986	109%
2018	3.263	24.817	14.221	31%
2019	3.255	25.386	18.934	50%
2020	2.363	30.315	24.562	41%
2021	3.152	30.090	27.069	104%

Source: Processed, 2023

Graphic 4: The Cash TurnOver Periods 2017 – 2021



Source: Processed, 2023

5. Inventory to Net Working Capital

The calculation is done by comparing inventory with current assets minus current liabilities.

Inventory to NWC Calculation for the year 2017:

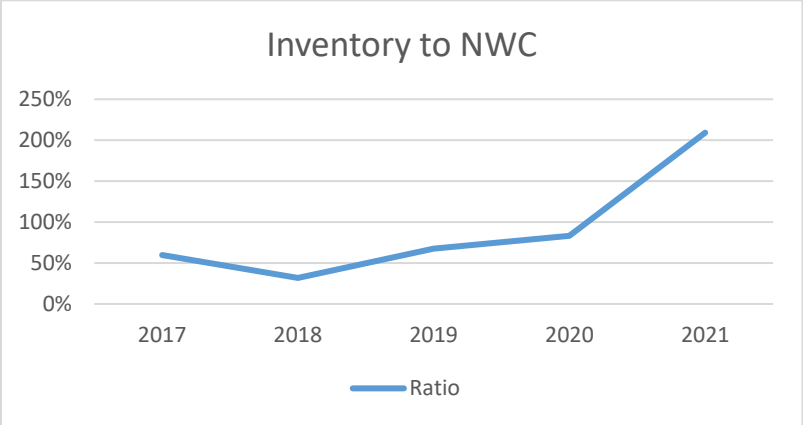
$$\text{Inventory to NWC} = \frac{2.276.457.866.550}{16.792.278.617.059 - 12.986.623.750.004} \times 100\% = 60\%$$

Table 5: Calculation result of the Inventory to Net Working Capital (in mio IDR)

Year	Inventory	Current asset	Current Liabilities	Ratio
2017	2.276	16.792	12.986	60%
2018	3.368	24.817	14.221	32%
2019	4.360	25.386	18.934	68%
2020	4.778	30.315	24.562	83%
2021	6.321	30.090	27.069	209%

Source: Processed, 2023

Graphic 5:The Inventory to NWC Periods 2017 – 2021



Source: Processed, 2023

Based on the calculation results of each liquidity ratio, the overall analysis of liquidity ratios is displayed in the following table:

Table 6: Calculation Result of Liquidity Ratio

Ratio	2017	2018	2019	2020	2021
Current Ratio	1.2	1.7	1.3	1.2	1.1
Quick Ratio	1.1	1.4	1.1	1.0	0.8
Cash Ratio	31.8%	22.9%	17.2%	9.6%	11.6%
Cash Turn Over	109%	31%	50%	41%	104%
Inventory to NWC	60%	32%	68%	83%	209%

Source: Processed, 2023

Profitability Ratio

The analysis of profitability ratios includes net profit margin, return on investment, and return on equity, which will be elaborated as follows:

1. **Net Profit Margin**

Net Profit Margin Calculation for the Year 2017 (in mio IDR):

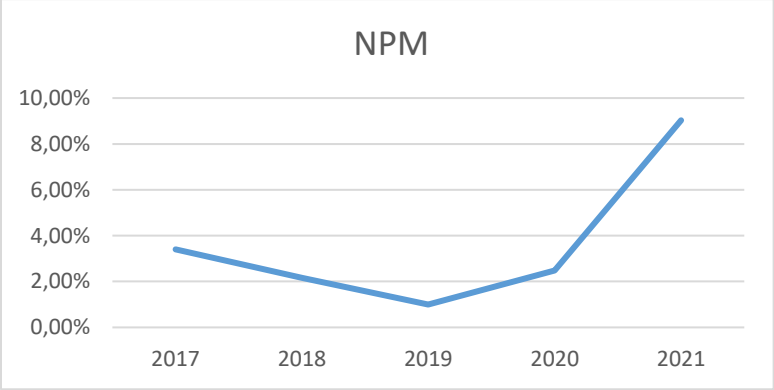
$$\text{Net Profit Margin} = \frac{339}{11.706} \times 100\% = 3\%$$

Table 7: Calculation Result of Net Profit Margin (In mio IDR)

Year	Net Profit	Revenue	Ratio
2017	0.515	`15.156	3.40%
2018	0.339	15.656	2.17%
2019	0.116	11.706	1%
2020	0.116	4.700	2.48
2021	0.663	7.350	9.0%

Source: Processed, 2023

Graphic 7: The NPM Periods 2017 – 2021



Source: Processed, 2023

2. Return on Asset

Return on Asset Calculation for the Year 2017:

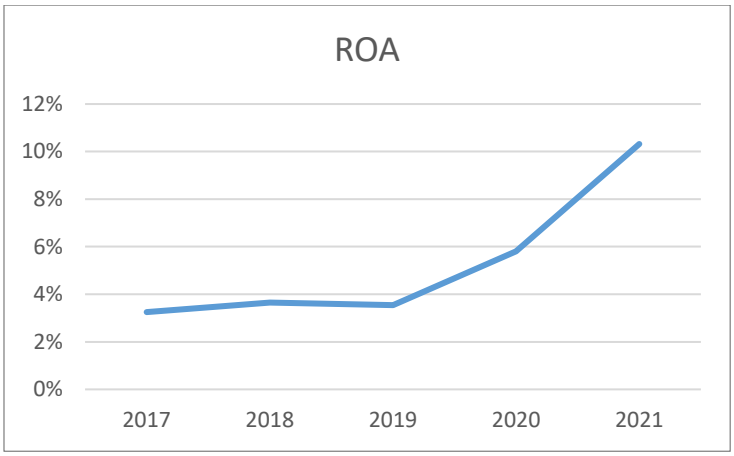
$$\text{Return On Asset} = \frac{820}{25.240} = 3\%$$

Table 8: Calculation of Return on Asset (In mio IDR)

Year	Net Income	Total Asset	Ratio
2017	0.820	25.240	3%
2018	0.941	25.756	4%
2019	1.293	36.515	4%
2020	2.210	38.093	6%
2021	4.117	39.000	10%

Source: Processed, 2023

Graphic 8: The ROA Periods 2017 – 2021



Source: Processed, 2023

3. Return On Equity

Return on Equity Calculation for the Year 2017:

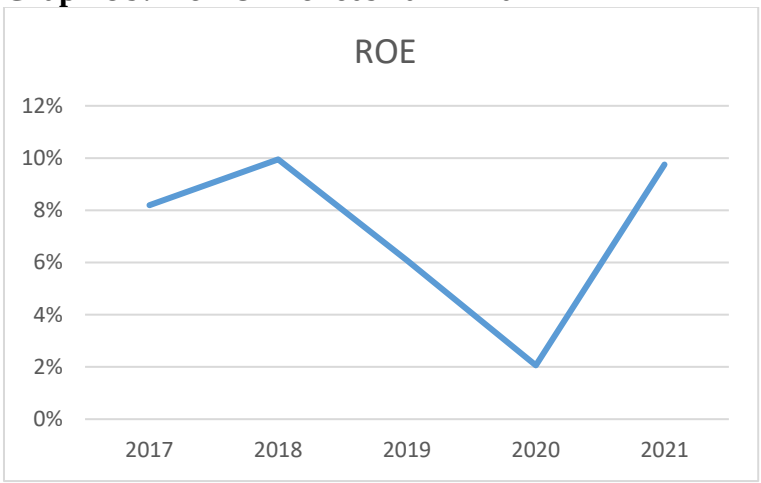
$$\text{Return On Equity} = \frac{0.515}{6.285} = 8\%$$

Table 9: Calculation of Return on Equity (In mio IDR)

Year	Net Income	Total Equity	Ratio
2017	0.515	6.285	8%
2018	0.644	6.475	10%
2019	0.339	5.574	6%
2020	0.116	5.657	2%
2021	0.663	6.810	10%

Source: Processed, 2023

Graphic 9: The ROE Periods 2017 – 2021



Source: Processed, 2023

Based on the calculation results of each profitability ratio, the overall analysis of profitability ratios is displayed in the following table.

Table 10: Calculation of Return on Equity

Ratio	2017	2018	2019	2020	2021
Net Profit Margin	3.40%	2.17%	1%	2.48%	9%
ROA	3%	4%	4%	6%	10%
ROE	8%	10%	6%	2%	10%

Source: Processed, 2023

Result and Conclusion

Based on the processed data presented earlier, when combined, it will show the analysis of financial performance for the period 2017-2021 with industry-standard ratios as follows:

Liquidity Ratio

1. Current Ratio

In 2017, PT Adhi Karya (Persero) Tbk had a current ratio of 1.2 times. This means that for every 1 Indonesian Rupiah of current liabilities, there were 1.2 Indonesian Rupiah of current assets. In 2018, there was an increase of 1.7 times, indicating that every 1 Indonesian Rupiah of current liabilities was covered by 1.7 Indonesian Rupiah of current assets. In 2019, there was a decrease to 1.3 times, meaning that every 1 Indonesian Rupiah of current liabilities was guaranteed by 1.3 Indonesian Rupiah of current assets. The highest ratio occurred in 2018, indicating better financial performance compared to other years. Meanwhile, the lowest ratios were observed in 2021, indicating poorer financial performance in 2021 years compared to others. However, even though the highest ratio was in 2018, the ratio figure was still lower than the standard ratio of 2 times, indicating that the company's financial performance was still considered less favourable.

2. Quick Ratio

The quick ratio calculation for PT Adhi Karya (Persero) Tbk in 2017 and 2019 yielded the same result of 1.1 times. The interpretation is that for every 1 Indonesian Rupiah of current liabilities, there were 1.1 Indonesian Rupiah of current assets after deducting inventory. This is because inventory is considered to take relatively longer to convert into cash compared to other current assets. In 2018, there was an increase of 1.4 times, meaning that every 1 Indonesian Rupiah of current liabilities was covered by 1.4 Indonesian Rupiah of current assets after deducting inventory. In 2020, it decreased to 1.1 times, indicating that every 1 Indonesian Rupiah of current liabilities was guaranteed by 1.1 Indonesian Rupiah of current assets after deducting inventory. In 2021, it decreases significantly, to 0.88 times.
The highest ratio occurred in 2018, indicating better financial performance compared to other years. The lowest ratio was observed in 2021, indicating poorer financial performance in that year compared to others. However, even though the highest ratio was in 2018, the ratio figure was still lower than the standard ratio of 1.5 times, indicating that the company's financial performance was still considered less favourable.

3. Cash Ratio

PT Adhi Karya (Persero) Tbk, based on the calculation of the cash ratio for 2017, had a ratio of 31.8%. This means that for every 1 Indonesian Rupiah of current liabilities, there were 31.8 Indonesian Rupiah of cash and cash equivalents to guarantee it. The highest ratio occurred

in 2017, indicating better financial performance compared to other years. The lowest ratio was observed in 2020, indicating poorer financial performance in that year compared to others due to covid -19 pandemic. However, even though the highest ratio was in 2017, the ratio figure was still lower than the standard ratio of 50%, indicating that the company's financial performance was still considered less favourable.

4. Cash Turn Over

In cash turnover calculations, a higher ratio indicates the company's inability to pay bills and costs related to sales with the available cash level. PT Adhi Karya (Persero) Tbk, based on the cash ratio calculation for 2017, had a ratio of 109%, meaning that for every 1 Indonesian Rupiah of current liabilities, there were 109 Indonesian Rupiah of cash and cash equivalents to guarantee it. In 2018, the ratio decreased to 31%, which means that every 1 Indonesian Rupiah of current liabilities was covered by 31 Indonesian Rupiah of cash and cash equivalents. In 2021, there was a significant increase to 104 %, indicating that every 1 Indonesian Rupiah of current liabilities was guaranteed by 104 Indonesian Rupiah of cash and cash equivalents. The highest ratio occurred in 2017 and the lowest ratio was observed in 2018, indicating poorer financial performance compared to other years.

5 Inventory to Net Working Capital

The calculation of inventory to net working capital for PT Adhi Karya (Persero) Tbk in 2017 showed a figure of 60%, and it was successfully increased to 83% in 2020, representing an increase of 23%. The highest ratio occurred in 2021, indicating better financial performance compared to other years. However, in this case, the company's financial performance was maintained above the industry standard ratio of 12%. This means that the company was successful in managing its inventory to net working capital. Therefore, it can be said that the company performed well in managing its inventory to net working capital and maintained it above the industry standard ratio.

Profitability Ratio

1. Net Profit Margin (NPM)

The calculation of the net profit margin for PT. Adhi Karya (Persero) Tbk in 2017 showed a figure of 3.40% and decreased to 1% in 2019. İt showed the ratio between net profit and revenue is really not able to manage. The ratio from NPM is measuring the ability of the company to gain profit from the revenue achievement. İn 2020 the ratio has increased to 2.48% and getting better in 2021 reach to 9.0%.

2. Return on Asset (ROA)

The financial performance of PT Adhi Karya (Persero) Tbk based on Return on Asset (ROA) is considered" UNHEALTHY". This is because the avarage ROA from 2017 – 2021 was 5,4% which means it is still below form the Industry standard.

3. Return on Equity (ROE)

The financial performance of PT Adhi Karya (Persero) Tbk based on Return on Equity (ROE) is considered" UNHEALTHY". This is because the average ROE from 2017 – 2021 was 7.20% which means it is still below form the Industry standard with a 40% ratio.

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Financial Health Analysis of PT Jasa Marga Tbk. According to Altman Z-Score in Period of 2018 – 2022

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ABSTRACT

Enhancing connectivity, particularly in land transportation, has been a key priority for the Indonesian government under President Jokowi's administration. However, the implementation of lockdowns and large-scale social restrictions during the COVID-19 pandemic has significantly curtailed people's mobility and resulted in struggling businesses, including toll road operators. Simultaneously, the government, aiming to sustain the economy, has shifted its focus towards COVID-19 response initiatives, impacting the financial performance and operations of numerous state-owned enterprises (SOEs), including PT Jasa Marga Tbk. This study aims to analyze the financial distress experienced by PT Jasa Marga Tbk from 2018 to 2022, employing the Altman Z-Score model to predict the likelihood of corporate bankruptcy. Annual financial reports were utilized to conduct a comprehensive evaluation of the company's financial health. By calculating financial risk and examining the ratios associated with corporate bankruptcy, this study provides valuable insights into the financial strength of PT Jasa Marga Tbk.

Keywords: Connectivity, Toll roads, Financial distress, PT Jasa Marga Tbk, Altman Z-Score, Corporate bankruptcy, COVID-19 pandemic, Infrastructure budget reallocation.

INTRODUCTION

Indonesia placed 44th overall (out of 63) in the most recent World Competitiveness Yearbook (2022), a much lower position than last year (37th). Despite the fact that Indonesia's business and investment climate is well known to be hampered by a number of structural bottlenecks, over the past ten or so years we have seen a (generally) increasing trend in the nation's rankings in global competitiveness indexes.

As an emerging market, Indonesia is well aware that improving the country's infrastructure is crucial to boosting economic growth and reducing the gap between its eastern and western regions in terms of economic inequality. According to the World Competitiveness Yearbook (WCY) 2022, Indonesia's infrastructure quality has improved, moving up one spot from 57th in 2021 to 52nd in 2022. This accomplishment demonstrates that the Indonesian government is still dedicated to improving infrastructure services despite the COVID-19 outbreak. Massive infrastructure development started with the issuance of Presidential Regulation No. 3 of 2016 to implement 245 projects, and during its implementation, there were adjustments with the most recent issuance of Government Regulation No. 109 of 2020, which was the third amendment to the previous government regulation on accelerating the implementation of national strategic projects. The second presidential period (which started a year prior to the pandemic) also saw the publication of Presidential Regulation Number 18 of 2020, which deals with the National Medium-Term Development Plan for 2020-2024, one of which continues to be the infrastructure sector.

In general, State-Owned Enterprises (SOEs) play a crucial role in the economic development of a nation when they serve as an extension of the government and pursue non-commercial goals in addition to having strictly commercial ones. The same phenomenon is seen in the infrastructure construction SOEs that completely support the government's program by taking part and offering solutions to quicken national development. Through bolstering tactics and using synergies amongst various businesses, this state-owned construction enterprise remains dedicated to maintaining investment, infrastructure development, and national strategic initiatives undertaken by the corporation.
The government's initiative is completely supported by the construction SOEs involved in infrastructure, who actively participate and offer solutions to speed up national growth. Through bolstering tactics and using synergies amongst various businesses, this state-owned construction enterprise remains dedicated to maintaining investment, infrastructure development, and national strategic initiatives undertaken by the corporation. The national construction sector continues to contribute to Indonesia's GDP and is one of the drivers of the economy during the epidemic through the realization of significant national strategic projects with state-owned businesses as the major drivers. Based on Figure 1, the construction sector's contribution to GDP on a quarterly basis from 2018 to 2022 demonstrates that it is one of the contributors to the Indonesian economy and is reasonably constant (except in 2020 as the result of government measures).

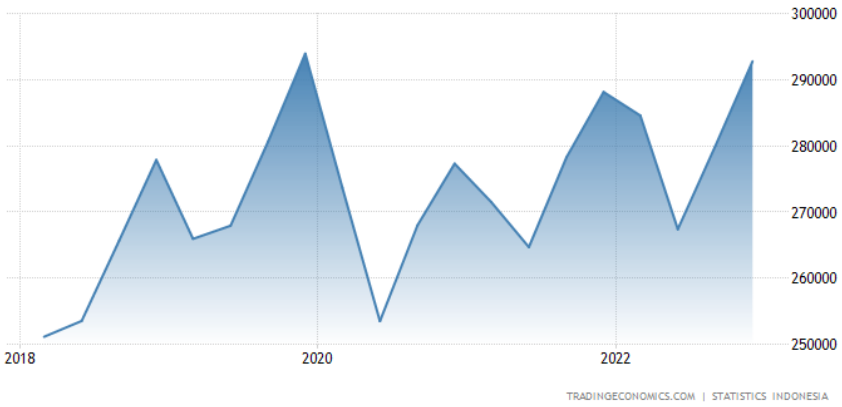

Figure 1. Indonesian GDP from Construction 2018-2022
Source: tradingeconomics.com, 2023; Badan Pusat Statisik, 2023

However, the impact of COVID-19 is apparent to Indonesian GDP growth with the implementation of lockdowns and large-scale social restrictions during the COVID-19 pandemic has significantly curtailed people's mobility and resulted in struggling businesses, including toll road operators.
As shown in Figure 2, the growth of Indonesian GDP in 2020 was -2.07% while the growth before the COVID-19 was positive.

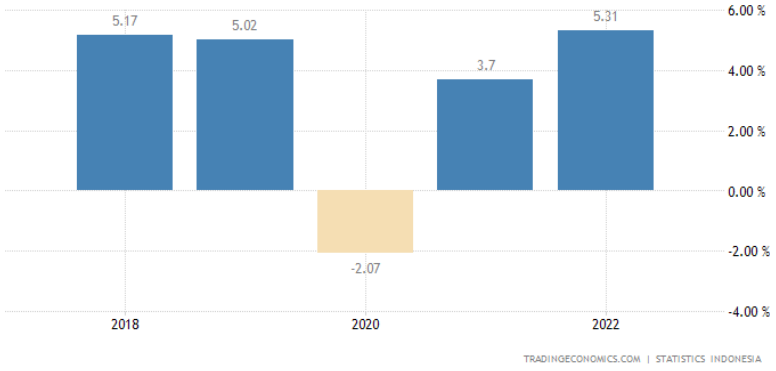

Figure 2. Indonesian GDP Growth 2018-2022
Source: tradingeconomics.com, 2023; Badan Pusat Statisik, 2023

The COVID-19 pandemic has had an effect on government and commercial businesses in a number of industries in Indonesia, including the construction industry. According to Table 1, the financial performance of PT Jasa Marga Tbk (JSMR) as a major state-owned enterprise (SOE) in the toll road construction services sector tends to decline as a result of the pandemic-related economic conditions and obligations to support the implementation of government programs for national development. Predictive analysis is required to examine the phenomenon and determine the state of JSMR's finances in the infrastructure construction industry. This analysis can serve as an early warning system for businesses to determine whether their financial situation is in distress. It is expected that PT Jasa Marga can continue to fulfill the strategic role assigned by the government in order to avoid and foresee any potential bankruptcy

that the firm may encounter in the future. The financial ratios in the company's financial statements that serve as the basis for evaluation can be used to gain this information.

Tabel 1: Revenue and Profitability of PT Jasa Marga 2018-2022

In Billion Rupiah

PT JASA MARGA Tbk	2018	2019	2020	2021	2022
REVENUE	9,784	10,984	9,588	11,776	13,783
NET INCOME	3,210	3,098	696	2,072	3,726

Source: Annual Report PT Jasa Marga Tbk, 2018-2022

Toll road connectivity as one of the major contributors to Indonesia's infrastructure improvement, puts PT Jasa Marga Tbk (JSMR)'s role very crucial in ensuring that growth is achieved. COVID-19 has put a strain on JSMR's financial condition with revenue decreasing 13% to IDR 9,588 billion in 2020 compared to IDR 10,984 billion in 2019. While net income for the year 2020 booked a significant drop to IDR 696 billion compared to a profit of IDR 3,098 billion in 2019, before recovering to a profitable IDR 3,726 billion in 2021.

Financial distress (bankruptcy) is a condition where a company experiences financial difficulties, according to Kisman et al. (2019), resulting from a company's long-term mismanagement of how to run its business operations in order to fulfill its economic goals. In other words, bankruptcy doesn't strike out of nowhere. Instead, it begins with warning indicators of financial trouble, such as a continued fall from year to year; the company is having financial issues in generating profits or sales earnings. According to Harahap (2009), there are a number of signs that the company is in financial trouble, including a decline in dividend payments to shareholders, a persistent decline in profits, the liquidation or sale of one or more subsidiaries, a sizable number of layoffs, and declining prices in the stock market.

It is imperative for predictive analysis to measure the financial health level of PT Jasa Marga to determine whether the company is in financial distress condition. The aim is to provide insight into the company's financial strength and serve as an early warning to anticipate and avoid the potential for bankruptcy in the future. Financial ratios are obtained using JSMR's annual reports as the main source of information. The research period is conducted from 2018-2022 to picture the financial condition before, during, and after the pandemic. The Altman Z-Score approach is then used to examine the annual financial statements in order to determine how the company's financial situation has changed over time. The findings will help academics, practitioners, the government, and JSMR's management understand how the financial conditions are being dealt with and offer suggestions for solutions to keep the company's financial condition (Z score in Safe Zone) so that PT Jasa Marga can complete government tasks like developing national strategic projects even though they are in challenging circumstances due to a pandemic.

1. LITERATURE REVIEW

1.1 Financial Statement

According to the Indonesian Institute of Chartered Accountants (2015), Financial Statements in Financial Accounting Standards are a structured presentation of the financial position and financial performance of an entity. Financial statements typically include the balance sheet,

income statement, and cash flow statement. Every business, no matter how big or little, is required to provide regular financial reports, whether they are quarterly or yearly. This is because it is important to understand how much money each firm makes and spends. As a result, it's critical to comprehend financial statements, which serve a crucial purpose in financial management (Whiteley, 2017). The financial statements in the annual report of PT Jasa Marga, which is publicly available from 2018 to 2022 on the company's website as well as the stock exchange, were used to create the report that was used in this study.

1.2 Financial Distress

According to Wruck (1990), financial distress is a state in which a company's operating cash flow is insufficient to cover its present obligations, such as interest payments or accounts payable. Financial distress is described by Platt and Platt (2002; 2006) as the stage of deterioration in financial situations that happened before bankruptcy or liquidation. The inability or lack of available funds to meet the company's maturing commitments is a sign of a financial crisis. Financial distress is described by Brahmana (2007) as beginning with the difficulties of liquidation (short-term) and progressing to bankruptcy as severe financial distress. Financial distress results from a company's inability to control and maintain the stability of its financial performance, which is caused by a failure to effectively advertise its products, which leads to decreasing sales. Therefore, the company could incur operating losses and net losses for the current year as a result of the decline in revenue.

Fachrudin (2008) mentioned four classifications of financial distress, including:

1. Economic Failure
   Economic Failure occurs when a company's revenue cannot cover total costs including capital costs. Businesses that experience this can continue their operations as long as the creditor is willing to provide additional capital and the owner can receive a rate of return below the market interest rate.
2. Business Failure
   Business Failure is often used to describe various kinds of unsatisfactory business conditions. Business Failure refers to a company ceasing operations due to its inability to turn a profit or generate sufficient income to cover expenses. A profitable business can fail if it doesn't generate sufficient cash flow to meet expenses.
3. Insolvency
   Divided into 2 categories, namely:
   - Technical Insolvency, a condition in which the company is unable to meet its maturing obligations as a result of insufficient cash flow,
   - Insolvency in Bankruptcy Sense, a condition in which the total liabilities are greater than the market value of the company's total assets.
   - Legal Bankruptcy, a formal form of bankruptcy and has been legalized.

Damodaran (2002), mentioned micro factors account for the majority of financial distress within the company. The following are some internal company-related factors:

1. Problems with cash flows
2. The amount of debt
3. Long-term losses in the company's operating activity.

Financial distress according to Ross, Westerfield, and Jaffe (2010:917) is a situation where a firm's operating cash flows are not sufficient to satisfy current obligations and the firm is forced to take corrective action. Financial distress may lead a firm to default on a contract, and it may involve financial restructuring between the firm, its creditors, and its equity investors. Usually, the firm is forced to take action that it would not have taken if it had sufficient cash flow. The financial distress can be expanded into insolvency (inability to pay one's debt). Insolvency may lead to bankruptcy. Firms deal with financial distress in several ways, such as these:

1. Selling major assets
2. Merging with another firm
3. Reducing capital spending and research and development
4. Issuing new securities
5. Negotiating with banks and other creditors
6. Exchanging debt for equity
7. Filing for bankruptcy

Financial distress may involve both asset restructuring and financial restructuring. Financial distress can serve as a firm's "early warning" system for trouble. Firms with more debt will experience financial distress than firms with less debt. However, firms that experience financial distress earlier will have more time for private workouts and reorganization. Firms with low leverage will experience financial distress later and, in many instances, be forced to liquidate.

1.3 Bankruptcy

Corporate bankruptcy results from a company's inability to fulfill its financial commitments as they become due. If a business cannot run its operations to meet its goals, it is termed bankrupt. The main prerequisite for filing for bankruptcy is that the debtor must be declared bankrupt by court order, either at their own request or at the request of one or more creditors, if they have two or more creditors and are unable to pay at least one matured and collectible debt. A corporation with limited liquidity does not always need to file for bankruptcy; instead, it must acquire fresh resources to bridge the liquidity gap and lower its risk of failure.

According to Turetsky and McEwen (2001), the circumstances that lead to bankruptcy start with the company experiencing a decline in cash flows that eventually turns into negative cash flow, then reduced dividend payments, and finally bankruptcy filings. Two sources of financial distress were recognized by Karels and Prakash (1987): internal causes and external causes. Internal causes, also known as endogenous factors, are those that are specific to a given organization and are manifested through subpar corporate governance, dishonest profit management techniques, and unprofitable project work. Market risk and regulatory changes are two examples of external factors that have a systemic impact on all businesses.
A bankruptcy proceeding, according to Vernimmen, Quirry, Dallocchio, Levur, and Salvi (2014:854), might enable a business to reorganize, frequently necessitating asset sales, a change in ownership, and partial debt forgiveness on the part of creditors. In other situations, bankruptcy results in liquidation, which results in the company's demise. Generally speaking, a corporation experiences a liquidity crisis when it is unable to pay its short-term obligations. However, the precise description of the financial difficulty that prompted the corporation to declare bankruptcy may vary from one jurisdiction to another.

2. METHODOLOGY

2.1 Predicting Corporate Bankruptcy: Altman's Z-Score Model and Operational Variables Definition

In 1968, Prof. Edward I. Altman at NY University, USA developed a famous Z-Score Model for predicting the probability that a firm might go bankrupt. The Z-Score Model is a multivariate formula that measures the financial health/distress of a firm and predicts the likelihood of its failure (bankruptcy). Initially, Altman's Z-score model was developed to predict the failure of publicly listed manufacturing firms, later he modified this model to predict failures in private and non-manufacturing firms. Altman (1968) created the Multi Discriminant Analysis (MDA) function, the Z-score Model:

$$Z = 1.2X1 + 1.4X2 + 3.3X3 + 0.6X4 + 0.999X5$$

With:
X1 = Working Capital/Total Assets Ratio
X2 = Retained Earnings/Total Assets
X3 = Earnings Before Interest and Tax/Total Assets
X4 = Market Value of Equity/Book Value of Total Liabilities
X5 = Sales/Total Assets
While there are four common backward-looking ratios (derived from the financial reports), X4 is a forward-looking ratio (Market Value of Equity), which includes the future value of the firm as perceived by the market (or analysts).

2.2 Net Working Capital / Total Assets Ratio (X1)

This ratio essentially measures the firm's liquidity in proportion to capitalization, or the working capital or net current assets of a company as a percentage of total assets. Working Capital, which is current assets minus current liabilities, aids stakeholders in determining how much capital is needed to run a business on a daily basis and how much capital is locked up in working capital. Therefore, a high working capital to total assets ratio would indicate that the company can meet its account payable commitments on time. This could be because sales income is realized much more quickly than payments for raw materials and other items and/or services. The formula for X1 is:

$$X1 = \frac{\text{Net Working Capital (Current Assets – Current Liabilities)}}{\text{Total Assets}}$$

2.3 Retained Earnings/Total Assets (X2)

This ratio measures the company's capacity to generate profits from its resources. Most analysts and investors favor a greater Retained Earnings to Total Assets ratio since it shows that the company is able to keep more earnings. The ideal ratio for retained earnings to total assets is 1:1, or 100%. In actuality, however, the majority of organizations are unable to achieve this ratio (1:1). Having this ratio as near to 100% as possible, or at least above average within its industry sector, or improving, would be a more practical goal for the majority of businesses. A greater percentage would suggest that expansion is being financed by profits rather than by accruing more debt. A low ratio, on the other hand, would imply that growth might not be long-

term if it is financed by raising loans rather than via reinvesting the earnings. The formula for X2 is:

$$X2 = \frac{Retained\ Earnings}{Total\ Assets}$$

2.4 Earnings before Interest and Taxes/Total Assets (X3)

This ratio is very similar to the Return on Assets (ROA) ratio, which uses net earnings instead of earnings before interest and taxes (EBIT). This ratio, which determines total profits before interest and tax payments, essentially assesses operating efficiency. Operating earnings are considered to be one of the key factors determining the firm's long-term profitability. In other words, this ratio assesses a company's asset productivity and is unaffected by indebtedness or any tax liabilities. This ratio is frequently used as an indicator of a company's ability to generate income from its assets by analysts and investors. The formula for X3 is:

$$X3 = \frac{Earnings\ Before\ Interest\ and\ Tax}{Total\ Assets}$$

2.5 Market Value of Equity/Book Value of Total Liabilities (X4)

This ratio measures a company's long-term viability, or how much its market value would drop before liabilities exceeded assets if that were to occur. The total of all current and long-term obligations on a company's balance sheet is known as Book Value of Total obligations. Market Value of Equity, on the other hand, represents the combined current market value of all ordinary and preferred shares. The only forward-looking ratio used in the Z-score computation is market value of equity, which accounts for a company's intangible assets and future performance worth. This is the opposite of the widely used debt-to-equity ratio, often known as the total debt-to-total equity market value ratio or the total liabilities-to-market capitalization ratio. The formula for X4 is:

$$X4 = \frac{Market/Book\ Value\ Equity}{Total\ Liabilities}$$

2.6 Sales/Total Assets (X5)

This ratio, often known as an assets turnover ratio, calculates how much revenue a company generates using its assets. This ratio focuses on the assets' and management's ability to generate sales, hence the larger the ratio, the better. In other words, a low ratio would show that the firm's management and overall assets are ineffective at generating higher sales. The formula for X5 is:

$$X5 = \frac{Sales}{Total\ Assets}$$

The Z-score is calculated and contrasted with the value category to determine the possibility of bankruptcy in a company (Table 2).

Tabel 2: Z-Score and Bankruptcy Indicators

Z-Score Category	Indicator	Remarks
Z < 1.81	Bankrupt	Distress Zone (Bankruptcy very likely to occur)
1.81 ≤ Z ≤ 2.99	Healthy	Grey Area (Bankruptcy can't easily be predicted)
Z > 2.99	Stable	Safe Zone (Bankruptcy is unlikely to occur)

Source: Altman, 1968, processed by Authors, 2023.

3. RESEARCH METHOD

This study employs a quantitative, descriptive research technique. This quantitative approach uses the descriptive research method, which analyzes report data. The financial statistics of the company are then tallied to evaluate whether it falls under the category of being healthy or unhealthy. Between the period of 2018 to 2022, data were gathered from the company's annual reports that were posted on JSMR's Investor Relations information website.

4. RESEARCH FRAMEWORK

The research framework is based on existing research theory and study findings. Examining Jasa Marga's financial situation is the aim of this study. The company's financial stability is assessed using the Altman Z-Score model bankruptcy indicator. Figure 3 shows that the information is first gathered from the annual financial report of Jasa Marga. Second, when all the data has been collected the Z-Score is calculated in order to predict company insolvency. Third, analyze the business bankruptcy and determine whether the results fall within the safe zone, grey area, or distress zone. The conclusion is then drawn utilizing the Z-Score interpretation and bankruptcy analysis.

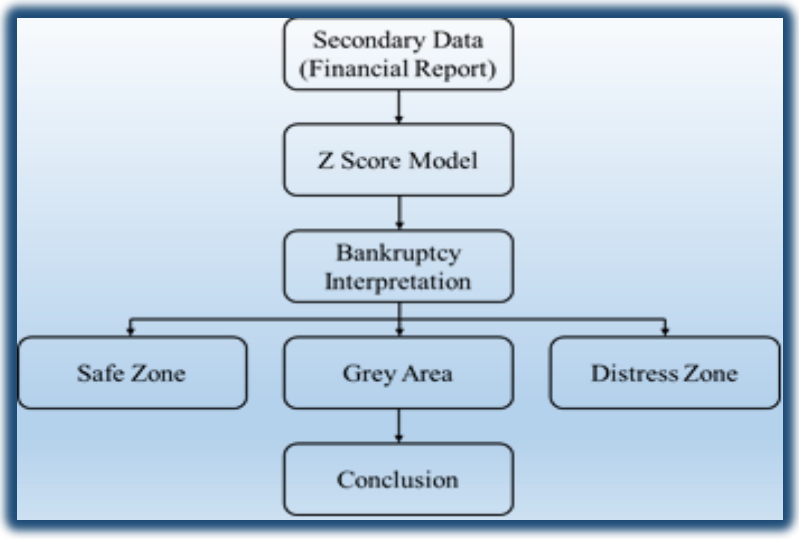

Figure 3. Research Framework (Authors, 2023)

5. RESULT

Drawing from JSMR Annual Report 2018-2022, Source Data for Operational Variables are tabulated.

Tabel 3: Data Processing for Operational Variables 2018-2022

(in bilion Rupiah)

No	Description	Year				
		2018	2019	2020	2021	2022
1	Net Working Capital	(19,451)	(29,914)	(4,223)	(1,653)	344
2	Total Assets	82,419	99,680	104,087	101,243	91,139
3	Retain Earnings	9,887	11,764	12,063	13,678	16,425
4	Earning Before Interests and Taxes	3,210	3,098	696	2,072	3,726
5	Market Value of Equity	20,199	23,186	24,776	25,500	25,621
6	Book Value of Total Liabilities	62,220	76,494	79,311	75,743	65,518
7	Sales	9,784	10,984	9,588	11,776	13,783

Source: processed by Authors, 2023

The data consist of Net Working Capital, Total Assets, Retained Earnings, Earning Before Interest and Taxes, Market Value of Equity, Book Value of Total Liabilities, and Sales; displayed in million Rupiahs. These will then be used to calculate Financial Variables (X1, X2, X3, X4, and X5). Financial factors that are taken into account during the research period and used to calculate the Z score showed a tendency to decline, and this will be even stronger in 2020 due to the COVID-19 pandemic. The balance sheet side also shows that there is an increase in net working capital achievement, which points in a negative direction where the company is becoming more and more dependent on loans to operate its business. The financial component that has seen a significant decline is the profitability aspect as seen from EBIT and retained earnings.

Table 4: Working Capital to Total Assets (X1)

(in billion Rupiah)

Financial Year	Net Working Capital	Total Assets	Ratio (X1)
2018	(19,451)	82,419	(0.236)
2019	(29,914)	99,680	(0.300)
2020	(4,223)	104,087	(0.041)
2021	(1,653)	101,243	(0.016)
2022	344	91,139	0.004

Source: processed by Authors, 2023

Table 4 shows the computation results of Net Working Capital divided by Total Assets, to determine X1.

Table 5: Retain Earnings to Total Assets

(in billion Rupiah)

Financial Year	Retain Earnings	Total Assets	Ratio (X2)
2018	9,887	82,419	0.120

2019	11,764	99,680	0.118
2020	12,063	104,087	0.116
2021	13,678	101,243	0.135
2022	16,425	91,139	0.180

Source: processed by Authors, 2023

Table 5 calculated the results of Retained Earnings divided by Total Assets, to determine X2.

Table 6: Earnings Before Interest and Tax to Total Assets

(in billion Rupiah)

Financial Year	EBIT	Total Assets	Ratio (X3)
2018	3,210	82,419	0.039
2019	3,098	99,680	0.031
2020	696	104,087	0.007
2021	2,072	101,243	0.020
2022	3,726	91,139	0.041

Source: processed by Authors, 2023

Table 6 shows the calculated results of Earnings Before Interest and Tax divided by Total Assets, to determine X3.

Table 7: Market Value of Equity to Book Value of Total Liabilities

(in billion Rupiah)

Financial Year	Market Value of Equity	Total Liabilities	Ratio (X4)
2018	20,199	62,220	0.325
2019	23,186	76,494	0.303
2020	24,776	79,311	0.312
2021	25,500	75,743	0.337
2022	25,621	65,518	0.391

Source: processed by Authors, 2023

Table 7 calculated the results of Market Value of Equity divided by Book Value, to determine X4.

Table 8: Sales to Total Assets

(in billion Rupiah)

Financial Year	Sales	Total Assets	Ratio (X5)
2018	9,784	82,419	0.119
2019	10,984	99,680	0.110
2020	9,588	104,087	0.092
2021	11,776	101,243	0.116
2022	13,783	91,139	0.151

Source: processed by Authors, 2023

Table 8 shows the computation results of Sales divided by Total Assets, to determine X5.

6. ANALYSIS

6.1 Altman Z-Score Variables

Table 9: Summary of Company Financial Statement

No	Description	Year				
		2018	2019	2020	2021	2022
1	X1	(0.236)	(0.300)	(0.041)	(0.016)	0.004
2	X2	0.120	0.118	0.116	0.135	0.180
3	X3	0.039	0.031	0.007	0.020	0.041
4	X4	0.325	0.303	0.312	0.337	0.391
5	X5	0.119	0.110	0.092	0.116	0.151

Source: processed by Authors, 2023

Table 9 shows the Summary of Company Financial Statement with all the variables tabulated. This table shows the declining trend that happened during the COVID-19 pandemic.

The liquidity ratio, or X1, is used to assess the firm's liquidity and compare it to its size. X1 assists businesses in making decisions based on their immediate commitments. The cumulative profit of a corporation is measured using the X2 ratio, which demonstrates effective management in terms of production, sales, and other operational aspects. A company's productivity can be estimated using the X3 ratio, but both productivity and revenue are essential for its long-term survival. It is concluded that an effective management firm makes continued use of the available resources and has the capacity to assess overall performance using sales and return on investment.

X4 investigates how the public views the corporation and its worth. It is beneficial to compile all available market data. The corporation evaluates its value using market data, such as debt and equity ratios. Based on market data, X4 also calculates how much the company's assets must degrade in value until the force outweighs the assets and the business goes bankrupt.

Another crucial ratio that assesses management's capacity to work hard is X5. In this instance, the corporation generates corporate income using the capital turnover ratio as a financial indicator.

Refer to the calculations in Table 9, X1 variable showing decline, especially during 2018-2021. Positive working capital indicates a firm's ability to pay its debts, whereas negative working capital implies a company may find it difficult to satisfy its existing obligations, which increases the likelihood that the company will face major financial difficulties.

It appears that variable X2 remained relatively stable, while X3 have a tendency to fluctuate. In particular, during the period of 2020 and 2021, X3 showed a sharp drop in compared to the other years. These drops in values are caused by the company's declining profitability, which is demonstrated by the value of EBIT that experiencing a sharp decline. Meanwhile, X4 variables showed relatively stable; this indicates that the company is capable of meeting the long-term value of its capital requirements (common shares). According to Altman, the lower

this ratio indicates, the smaller the firm's ability to satisfy obligations coming from its own capital, increasing the likelihood that the company may have financial difficulties (Adi et al., 2015). The result showed a decrease in the X5 variable especially in 2020, which is specific to the Z score calculation for private companies, indicating that the company can generate income using the resources it has. This is influenced by the COVID-19 pandemic, which disrupts the company's operations in finishing projects done to generate income.

6.2 Result of Altman Z-Score

6.3

Table 10: Summary of Altman Z-Score

No	Description	Coefficient	Financial Year				
			2018	2019	2020	2021	2022
1	X1	1.20	(0.283)	(0.360)	(0.049)	(0.020)	0.005
2	X2	1.40	0.168	0.165	0.162	0.189	0.252
3	X3	3.30	0.129	0.103	0.022	0.068	0.135
4	X4	0.60	0.195	0.182	0.187	0.202	0.235
5	X5	1.00	0.119	0.110	0.092	0.116	0.151
6	**Z Score**		**0.327**	**0.200**	**0.415**	**0.555**	**0.778**
7	**Zone**		**Distress**	**Distress**	**Distress**	**Distress**	**Distress**

Source: processed by Authors, 2023

Table 10 shows the Final Computation with all variables (X1, X2, X3, X4, and X5) calculated into the formula.

Based on the Z-Score calculation shown in Table 10 for PT Jasa Marga Tbk during the period 2018-2020, it can be said that the company's performance has decreased and led to a state of distress. Financial distress can occur from various factors, one of which is internal as well as external factors of the company (Peter & Yoseph, 2011). This decline was primarily caused by a decline in profitability as evidenced by the achievement of turnover and profit, as shown by the decline in EBIT achievement, as well as a decrease in Net Working Capital in line with an increase in working capital loans for carrying out projects undertaken, particularly strategic projects. The obligation of JSMR to participate in important toll road projects as investors also has an effect on growing the company's assets, but from a return perspective, it still takes time to see rewards. The COVID-19 pandemic, which has affected Indonesia since early 2020 and disrupted business in many sectors, including the construction industry, is making this condition worse because it has delayed construction and driven up costs as a result of enforcing stringent health protocols.

Based on the results of the calculation of the Altman Z-score formula during the research period, the Z value tends to decrease showing Financial Distress to PT Jasa Marga across all periods 2018-2022, where surprisingly the impact of COVID-19 doesn't actually alter too differently from other years. This shows that the company is in serious financial trouble and ultimately the company has the potential to go bankrupt.

CONCLUSION

The financial performance of PT Jasa Marga Tbk in the infrastructure construction sector has shown signs of distress, and the Covid-19 pandemic that struck in early 2020 made matters worse by delaying project completion and increasing costs as a result of enforcing stringent health protocols. However the composition of the Altman Z-score during the pandemic (in 2020-2021) and before the pandemic (in 2019–2018) and after (in 2022) shows that JSMR's experiencing Financial Distress during all periods.

According to calculations of the ratios of Net Working Capital to Total Assets, Retained Earnings to Total Assets, Earnings Before Interest and Taxes to Total Assets, and Market Value/Book Value of Equity to Total Liabilities, JSMR had a declining financial performance. Financially speaking, the company saw an increase in corporate liabilities as a result of working on government projects, an increase in profit as a result of investing in long-term strategic projects, and a decline in financial performance in terms of revenue and profit (EBIT), particularly as a result of the COVID-19 pandemic, which had an effect on the company's operations.

Based on the results of the 2018-2022 Z-score, PT Jasa Marga Tbk experienced a decline in financial performance which led to financial distress and the potential for bankruptcy. There are several way-outs that can be done as a solution to this financial distress. According to Ross, Westerfield, and Jaffe's (2010) financial distress literature review, reducing capital spending and research and development, issuing new securities, and negotiating with banks and other creditors.

RECOMMENDATION

The results of this study can be utilized as guidance and feedback for the management who runs the business and innovates during challenging periods, like the Covid-19 pandemic or financial upheaval. This analysis strengthens the case that in a pandemic emergency, the government will prioritize spending for the COVID-19 pandemic recovery, which is anticipated to hasten the pace of recovery for commercial and industrial activity. Construction sector SOEs like PT Jasa Marga must develop a strategy to **strengthen their core construction business and financial capabilities** in an uncertain time **by rebalancing their project portfolios and reorganizing their finances** to **solve mismatch financing**. PT Jasa Marga as the leading SOE in the infrastructure construction sector needs **support from the Government** of Indonesia to ensure continual of strategic infrastructure projects hence **relaxation of capital, loans, and cash flows** are required to ensure project completion can be carried out.

This study offers useful insights for academics, professionals, and management on how to assess financial health and what course of action to take in the event that a company encounters financial challenges.

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Financial Health Analysis of Tyre Industry According to Altman Z-Score in the Periods Before and After the Covid-19 Pandemic A Case Study of PT Gajah Tunggal Tbk (Gjtl), Indonesia

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ABSTRACT

The Covid-19 pandemic caused half of the world's population to be placed on lockdown to stop the spread of Covid-19. The Indonesian government also issued the lockdown policy, called PSBB and PPKM. Tyre manufacturing as one of important part in automotive industries faced difficult situation in the periods. The growth of the industry can develop when the mobility of society and business continues to increase normally. However, due to the issuance of the government policy, caused the mobility of people and business activities has drastically reduced , which also means that the use of tires would also decrease. This study intended to analyze the financial health of PT Gajah Tunggal,Tbk (Gjtl), one of the biggest tyre manufacturings in Indonesia by using Altman Z-score bankruptcy approach in periods of 2019 – 2022, and showing the impact of the Covid-19 pandemic. The result can be used by the management group of the company to take any action and/or business decision in order to keep its financial performance based on shareholder's expectation and come up with strategy in facing economic turbulence. This study further contributes by providing a comprehensive overview of financial health analysis and review the ratios contribute to corporate bankruptcy.

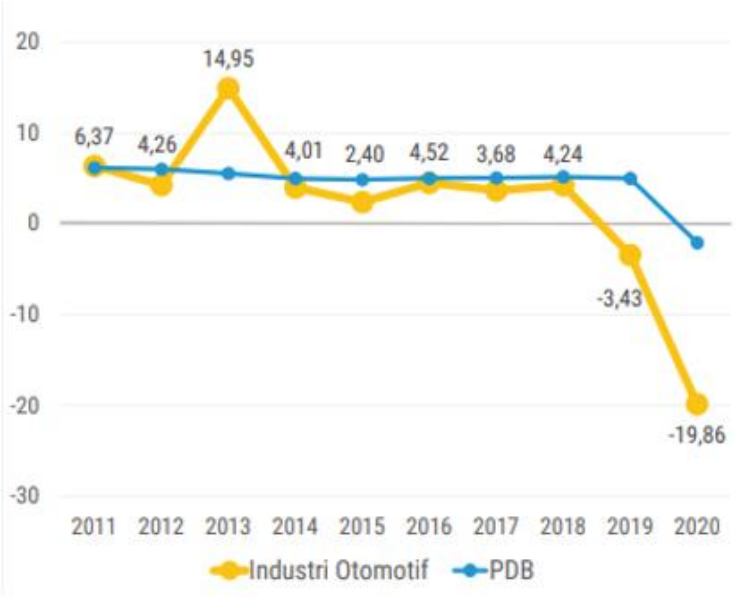
Keywords: Financial Health, Bankruptcy, Altman Z-Score, Tyre

INTRODUCTION

The impact of the Covid-19 pandemic has been experienced by almost all sectors of the economy and is being felt throughout the world including Indonesia. Various policies issued by the government to reduce the rate of transmission on a large scale. a number of industries stopped production, transportation both land, sea and air were limited. Likewise, human movement is very limited both between countries, between provinces and even between districts and cities. In addition, the financial market and capital market also experienced a significant impact and under pressure due to significant volatility. Direct impact of this situation can be seen from the decreasing of purchase power of society, losing job, and increase in poverty level.

During the year of 2020, depreciaton of Indonesia currency Rupiah was happened, and the Indonesia Composite Index fell by 5.09%. Tambunan (2020) shows that automotive and/or tyre industry is not preferred segment to invest in during the pandemic period, but the other sector like; consumer industry, the telecommunications, pharmaceuticals and public health segment like hospitals, are become the sectors that investors choose to invest. Pusdatin Kemenperin (2021) informed the contractions growth of transportation equipment industry have been experienced since the first quarter of 2019, so for the whole year of 2019 the industry is contracting growth of 3.43%. After experiencing growth positive by 4.64% (yoy) on first quarter of 2020, in second quarter 2020 Transportation Equipment Industry experiencing intense contractions means, that is equal to 34.29% (yoy), which is a contraction the biggest among all industry groups within the sector non-oil industry. Contraction on The transportation equipment industry continues lasts until the fourth quarter 2020, but slowed down to of 18.98% (yoy) of contraction by 29.98% (yoy) in the quarter III 2020.

Figure-1: Automotive industry growth (%)



Source: (Pusdatin Kemenperin 2021)

Among 15 industrial sectors non-oil processing in Indonesia, the automotive industry is the most affected sector during the Covid-19 pandemic, with deepest contraction in years 2020 reached 19.86% (yoy).
This condition is quite concerning, because the automotive industry which is expected to be the backbone of growth of the non-oil and gas industry, will likely require extra hard efforts to be able to bounce back to the its condition before the pandemic.

Table-1: Number of Motor Vehicles by Type, 2017-2021 (units)

Type of Vehicles	2017	2018	2019	2020	2021	Annual Increase (%)
Passenger car	13 968 202	14 830 698	15 592 419	15 797 746	16 413 348	4.12
Bus	213 359	222 872	231 569	233 261	237 566	2.72
Truck	4 540 902	4 797 254	5 021 888	5 083 405	5 299 361	3.94
Motorcycles	100 200 245	106 657 952	112 771 136	115 023 039	120 042 298	4.62
Total	118 922 708	126 508 776	133 617 012	136 137 451	141 992 573	4.53

Source: Land Tansportation Statistics, BPS Statistics Indonesia, Catalog 8302004, 2021

As part of automotive industry, tyre manufacturing is directly connected to its growth. Export News Indonesia, Ministry of Trade 2016, forecasting the Indonesia tyre market is to increase at a CAGR of more than 13% until 2020.
The financial health of a company is an important indicator and some method have been developed to analyzed it. Altman (1968) has introduced Altman Z-score to assess a company's financial health by considering several indicators sush as; Retained Earnings, Working Capital, EBIT, Sales and Market Value of Equity. It is used as a guide in identifying the bankruptcy of a company with Almant Z-score approach to analyse financial health, which have been conducted before including those by Silitonga and Daryanto (2020); Daryanto et al. (2020); Sugeng (2021). This study is focused on one object of research which is the tyre manufacturing industry before and after the Covid-19 pandemic storm.
Therefore, this study is intended to supplement previous studies by analyzing the financial health of tyre industry before and during the Covid-19 pandemic. Net sales of PT Gajah Tunggal Tbk's declined in Q1 2020 compared to Q1 2019 as the impact of the Covid-19 pandemic started to affect the Company's sales performance. Net sales declined by 6.0%, to Rp 3,797 billion in 1Q20. Sales in both the domestic and export market declined by 5.2% and 7.3% respectively.

LITERATURE REVIEW

Tyre Industry in Indonesia

In Indonesia, automotive and its components industry is considered as important segment due to its big employment and involving several industries to support the business operation. The

contribution to the national economy id quite significant contribution on the national economy. Equipment Industry

Transport accounts for approx. 1.35% of the national GDP in 2020, or contribute around 7.57% of industrial GDP non-oil processing (Pusdatin Kemenperin, 2021). For tyre, the domestic industry continues to grow in line with the rapid development of production of four-wheeled and two-wheeled vehicles in Indonesia.

PT Gajah Tunggal Tbk (Gjtl)

PT Gajah Tunggal Tbk (Gjtl) was established on 1951, started the business of manufacturing of bicycle tires. The Company is located in Tangerang, Indonesia have a vision "To be a Good Corporate Citizen with Solid Financial Standing, Market Leadership in Indonesia and an established Global Reputation as a Manufacturer of Quality Tires". The business was expanded to produce motorcycle tires in 1971 and continued to produce bias tires for passenger and commercial vehicles with technical assistance from the Yokohama Rubber Company of Japan. The company was listed on the Jakarta and Surabaya Stock Exchange by 1990 and 3 years after that The Company started commercial production of radial tires for passenger cars and light trucks. Now PT Gajah Tunggal Tbk (Gjtl) is one of the largest integrated tire manufacturer in Southeast Asia region, produces and distribute tires for passenger car, SUV's, commercial, off-the-road, industrial and motorcycles.

Table-2: Product list of PT Gajah Tunggal Tbk (Gjtl)

Type	Segment	Product
GT Radial	Ultra high performance	CHAMPIRO SX-R, CHAMPIRO SX2
	High performance	CHAMPIRO GTX PRO, CHAMPIRO HPY
	Comfort	CHAMPIRO ECOTEC, CHAMPIRO LUXE, CHAMPIRO ECO
Giti	Dump truck series	GA0822, GAZ892, GDM692
	Truck	GSR225, GAR827, GTR955, GSR259
	Bus and coach	GAR827, GT867
	Light truck dumper series	GA0822
	Light truck regular transport series	GAR890, GDM607, GAZ891, GAR820
	Small bus	GAR890, GAR820
Gajah Tunggal Bias	Commercial van and light truck	GT LUG, GT MAX TRACTION, GT MUD TRACTION, GT SUPER, GT SUPER 88, GT SUPER 88N, GT SUPER GRIP
	Truck or bus	GT MILER, GT MILER 88, GT MILER 88N, GT MILER 99, GT TRACTION
	Off the road	GT ROCK GRIP, GT SUPER TRACTION
	Industrial	GT GRIP, GT SPECTA GRIP
IRC Tire	Sport and underbone	ECOTRAX NR96, ENVIRO NR91, EXATO NR88, GP-210F, GP-210R, GP-211F, GP-211R, GP-5,

		MBR-110, NF66, NR73, NR73S, NR80, NR82, R83, NR85, REBORN NR87, RX-01F, RX-01R, RX-02F, RX-02R, ZIGGY NR90
	Scooter	SP2, VS
	Trail motorcycle	GP-21F, GP-22R, GS45, iX-05H, iX-09W, TR
	Competition	FASTI 1, FASTI 2, FASTI PRO, SPEED KING NF81, SPEED KING NR81
Zeneos		TURINO, ZN61, SCOOTZ, STRATO, ZN77, VICTURO, TRAX, ZN91, MILANO, ZN62, ZN62 RS, ZN88

Source: Author Analysis, 2023

In May 2004, PT Gajah Tunggal Tbk (Gjtl) and Michelin signed business cooperation agreements focused on the manufacturing of passenger car tires for Michelin markets outside Indonesia and distribution activities in Indonesia. At the same year 10% of the Company's equity belongs to Michelin.

Table-3: Installed production capacity at PT Gajah Tunggal Tbk (Gjtl)

Type of Products	Year-end Installed Capacity		Available Production Capacity	
	2021	2020	2021	2020
PCR Tire (pcs/day)	55000	55000	45500	45500
TBR Tire (pcs/day)	2500	2000	2300	2000
Bias Tire (pcs/day)	14500	14500	13000	13000
Motorcycle Tire (pcs/day)	95000	95000	83000	83000
SBR (ton/year)	75000	75000	75000	75000
Tire Cord (ton/year)	40000	40000	40000	40000
Nylon Filament Yarn (ton/year)	20000	20000	20000	20000

Source: Author Analysis, 2023

Financial Statements

The definition of financial statements in Financial Accounting Standards, according to the Institute of Indonesia Chartered Accountants/IAI (2015), is a structured presentation of an entity's financial position and financial performance. There are three common components of a financial statements; income statement, balance sheet, and cash flow statement. In this study, the report used in this study is the financial statement contained in the annual report of PT Gajah Tunggal Tbk (Gjtl) from 2019 and 2022.

Bankruptcy: Altman's Model Approach

In this study, the Altman Z-score model is used to determine the company's financial heatlh, identifying forecast of possibility of a firm experiencing bankruptcy. Bankruptcy is a condition when the company unable to fulfilled obligations or debt due to insufficient fund to run the business (Brigham and Ehrhardt, 2005). This model created by Edward Altman in 1968 and the input value to the formula is from balance sheet and income statement.

$$Z = 1.2X1 + 1.4X2 + 3.3X3 + 0.6X4 + 1.0X5$$

Where;
Z = Altman's Z Score
X1 = Working Capital/Total Assets
X2 = Retained Earnings/Total Assets
X3 = Earnings Before Interest and Taxes/Total Assets
X4 = Market Value of Total Equity/Book Value of Total Liabilities
X5 = Sales/Total Assets

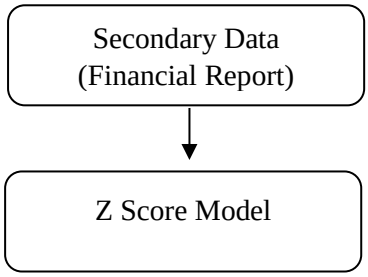
The result of the formula, Z value will be used to categorized the Company's financial health. According to Altman, there are three categories, namely:
1. Safe zone if Z value > 2.6; companies that are not bankrupt
2. Gray zone if Z value is 1.1 < Z < 2.6; (it cannot be determined whether the company is healthy or bankrupt)
3. Distress zone if the Z value < 1.1; a bankrupt company.

RESEARCH METHOD

This study is analyzing the financial report of PT Gajah Tunggal Tbk (Gjtl) which is published to public over the period of the first quarter of 2019 and the fourth quarter of 2022. All the data are tabulated in order to see the score and the zone for each quarter.

Research Concept Framework

The concept framework used in this research is based on previous research theory and study results. This research is intended to examine the financial health of PT Gajah Tunggal Tbk (Gjtl). The financial statements are collected and and analysed base on the Altman Z-Score model bankruptcy indicator to determine healthiness of the company's financial. Figure 4 explain the step by steap of the research and finally conclude based on the formula.



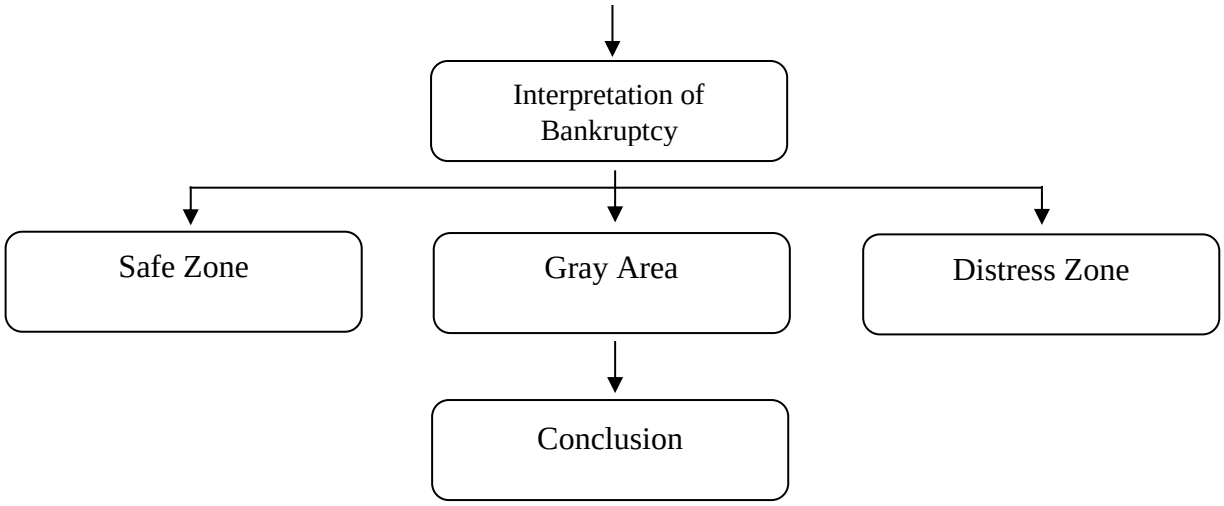


Figure2: Research Concept Framework (Authors, 2023)

Definition Variable Operational

Working Capital to Total Asset (X1)

This ratio is derived by dividing the working capital by total assets. The result will shows the ability of a company to generate working capital from its total assets. It is derived by. The formula is:

$$X1 = \frac{Working\ Capital}{Total\ Assets}$$

Retained Earnings to Total Assets (X2)

This ratio derived by dividing the retained earnings to total assests and will shows ability of the the company to generate retained earnings from its total assets. The formula for X_2 is:

$$X2 = \frac{Retained\ Earnings}{Total\ Assets}$$

Earnings Before Interest and Tax (EBIT) to Total Assets (X3)

This ratio derived by dividing EBIT to total assets and the result will shows the ability of thr Company to generate profits from the its assets deducted by tax and interests expenses. The formula is:

$$X3 = \frac{EBIT}{Total\ Assets}$$

Market Value of Equity to Total Liabilities (X4)

This ratio is used to measure the company's ability to meet its obligations and obligations from the market value of its capital (common stock). The formula is:

$$X4 = \frac{Market\ Value\ of\ Equity}{Book\ Value\ of\ Debt}$$

Sales to Total Assets (X5)

This ratio is used to measure number of sales that can be generated by the total assets. The formula is:

$$X5 = \frac{Sales}{Total\ Assests}$$

RESULT AND DISCUSSION

RESULT

Table 4 show several data to be used to calculate all the Variable Operational (X1, X2, X3, X4 and X5) as mentioned above. It shows Working Capital, Total Assets, Retained Earning, EBIT (Earnings Before Interest and Tax), Market Value of Equity, and Total Liabilities, and Sales for period of 2019 untill 2022 in million rupiah. The working capital is fluctuate but become higher from first quarter 2021. During first quarter 2021 untill third quarter 2021, market value of equity is lower than others period where first quarter 2021 as the lowest point. At that peiod for the forst time in the range of 2019-2022, EBIT value is minus.

Table-4: Data Source for the Variable Operational 2019-2022 in million rupiah

Period	Working Capital	Total Assets	Retained Earnings	EBIT	Market Value of Equity	Total Liabilities	Total Sales
Q1-2019	2,827,283	20,004,597	4,342,173	397,550	2,421,936	13,977,675	4,038,010
Q2-2019	2,765,432	19,302,224	4,336,973	613,762	2,491,632	13,292,568	7,663,151
Q3-2019	2,596,036	19,231,449	4,312,745	813,639	2,195,424	13,245,948	11,935,796
Q4-2019	2,676,919	18,856,075	4,442,321	1,330,748	2,038,608	12,620,444	15,939,421
Q1-2020	2,940,087	20,450,117	4,082,798	-305,378	1,031,501	14,385,445	3,797,482
Q2-2020	2,515,341	18,365,879	4,345,836	243,799	1,338,163	12,239,449	5,927,135
Q3-2020	2,738,141	17,974,667	4,382,384	491,582	1,533,312	11,760,991	9,615,970
Q4-2020	2,875,275	17,781,660	4,821,949	1,221,428	2,282,544	10,926,513	13,434,592
Q1-2021	3,659,392	18,537,886	4,936,142	370,433	3,066,624	11,374,308	3,921,878
Q2-2021	3,891,065	18,889,943	4,920,121	484,307	2,648,448	11,750,321	7,260,731
Q3-2021	3,671,572	19,274,547	4,806,441	614,816	2,491,632	12,268,724	11,199,340
Q4-2021	3,599,995	18,449,075	4,873,465	888,984	2,317,392	11,481,186	15,344,138

Q1-2022	3,729,571	18,916,159	4,944,944	269,893	2,178,000	11,868,866	4,224,811
Q2-2022	3,533,721	19,300,963	4,809,584	262,282	2,387,088	12,340,372	8,287,486
Q3-2022	3,484,683	19,586,050	4,704,127	294,074	2,212,848	12,692,745	12,752,728
Q4-2022	3,558,528	19,016,012	5,018,513	817,223	1,951,488	11,790,337	17,170,492

Source: (Author Analysis; 2023)

Based on the data, during the year of 2019 till 2022 PT Gajah Tunggal, Tbk stay at grey area and several time sitting under distress zone. According to the Altman Z Score analysis, PT Gajah Tunggal, Tbk experienced its lowest point of score in first quarter of 2020. During that year, first quater till third quater the company facing score that less than 1.10 which was predicted for bankruptcy or Distress Zone. Last quarter in 2020 the score is higher but still in gray area. Whole score is never above 2.6 which is considered as safe zone.

Table-5: Calculation Result of Altman Z-Score Variable

Period	X1	X2	X3	X4	X5	Altman Z-Score	Interpretation
Q1-2019	0.14	0.22	0.02	0.17	0.20	0.75	Distress zone
Q2-2019	0.14	0.22	0.03	0.19	0.40	0.98	Distress zone
Q3-2019	0.13	0.22	0.04	0.17	0.62	1.19	Grey Area
Q4-2019	0.14	0.24	0.07	0.16	0.85	1.45	Grey Area
Q1-2020	0.14	0.20	-0.01	0.07	0.19	0.59	Distress zone
Q2-2020	0.14	0.24	0.01	0.11	0.32	0.82	Distress zone
Q3-2020	0.15	0.24	0.03	0.13	0.53	1.09	Distress zone
Q4-2020	0.16	0.27	0.07	0.21	0.76	1.47	Grey Area
Q1-2021	0.20	0.27	0.02	0.27	0.21	0.96	Distress zone
Q2-2021	0.21	0.26	0.03	0.23	0.38	1.10	Grey Area
Q3-2021	0.19	0.25	0.03	0.20	0.58	1.26	Grey Area
Q4-2021	0.20	0.26	0.05	0.20	0.83	1.54	Grey Area
Q1-2022	0.20	0.26	0.01	0.18	0.22	0.88	Distress zone
Q2-2022	0.18	0.25	0.01	0.19	0.43	1.07	Distress zone
Q3-2022	0.18	0.24	0.02	0.17	0.65	1.26	Grey Area
Q4-2022	0.19	0.26	0.04	0.17	0.90	1.56	Grey Area

Source: (Author Analysis; 2023)

DISCUSSION

1. Ratio X1 (Net Working Capital / Total Assets)

Table 6 below shows the Net Working Capital of PT Gajah Tunggal in period of 2019-2022 shows that the number all positives in the range of 0.13 – 0.21. As this ratio is used to measure the Company's ability in fulfilling short-term liabilities and it also measure the level of liquidity of assets, the positive value shows the company's ability to pay its bills.

Table-6: Net Working Capital to Total Assets

Period	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22
X1	0.14	0.14	0.13	0.14	0.14	0.14	0.15	0.16	0.20	0.21	0.19	0.20	0.20	0.18	0.18	0.19

Source: (Author Analysis; 2023)

2. Ratio X2 (Accumulated Retained Earnings / Total Assets)

According to Altman based on previous research by (Adi et al, 2015), companies that have high retained earnings also show that the company can finance its assets through its profits so the company does not use huge debt.

Table-7: Accumulated Retained Earnings to Total Assets

Period	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22
X2	0.22	0.22	0.22	0.24	0.20	0.24	0.24	0.27	0.27	0.26	0.25	0.26	0.26	0.25	0.24	0.26

Source: (Author Analysis; 2023)

According to Table 5, in the period of 2019-2022 shows that the accumulated retained earnings of PT Gajah Tunggal, Tbk is showing positive which means the Company has been able to generate a profit, and to grow to finance the company's operational activities.

3. Ratio X3 (Earnings Before Interest and Taxes EBIT / Total Assets)

To measure the ability or productivity of assets in generating profits the ratio of Earnings Before Interest and Tax to Total Assets is used. The higher the value of this ratio, shows effectiveness of the management of all assets is increase.

Table-8: Earnings Before Interest and Taxes / Total Assets

Period	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22
X3	0.02	0.03	0.04	0.07	-0.01	0.01	0.03	0.07	0.02	0.03	0.03	0.05	0.01	0.01	0.02	0.04

Source: (Author Analysis; 2023)

Table-8, show the result of Ratio X3 in the period of 2019-2022. Most of the number is positive, except in first quarter 2020 which is negative. It is an indication that in this period there is a financial distress. Based on financial report, this quarter is the lowest sales value booked by the Company.

4. Ratio X4 (Market Value of Equity / Total Liabilities)

The research by (Adi et al., 2015) according to Altman, the Company's ability to meet long-term obligations that comes from own capital indicated by this ratio. The lower the ratio the higher possibility of the company in experiencing financial distress.

Table-9: Market Value of Equity to Total Liabilities

Period	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22
X4	0.17	0.19	0.17	0.16	0.07	0.11	0.13	0.21	0.27	0.23	0.20	0.20	0.18	0.19	0.17	0.17

Source: (Author Analysis; 2023)

According to Table-9, the result of Ratio X4 was decreased since the third quarter of 2019 and the lowest one was in the first quarter of 2020. In the next quarter of 2020, the ratio is increasing

and back to range before that period. Based on this data, it can be concluded that Waskita was able to meet long-term debts/liabilities owned in total company equity.

5. Ratio X5 (Sales / Total Assets)

This ratio is used to measures how efficient is a company in utilizing its assets to generate revenue. The higher the ration indicates that a company effectively uses its assets to generate revenue. Table-10 below shows lowest ratio is in first quarter 2020, and the highest ratio is in last quarter 2022. In each year, the highest ratio always happen in forth quarter and first quarter always the lowest in each year. It means total sales in first quarter is lower compared with the rest quarter.

Table-10: Sales to Total Assets

Period	Q1-19	Q2-19	Q3-19	Q4-19	Q1-20	Q2-20	Q3-20	Q4-20	Q1-21	Q2-21	Q3-21	Q4-21	Q1-22	Q2-22	Q3-22	Q4-22
X5	0.20	0.40	0.62	0.85	0.19	0.32	0.53	0.76	0.21	0.38	0.58	0.83	0.22	0.43	0.65	0.90

Source: (Author Analysis; 2023)

CONCLUSION

The Company was in the distress condition from beginning of 2019 but Covid-19 pandemic that started in early 2020 had give an impact on the performance of PT Gajah Tunggal, Tbk and make it worse. The biggest impact can be can be seen from the total sales in first quarter 2020 which is only 23.8% from previous quarter and about 95% year on year. Based on results ratio calculation, the financial performance of PT Gajah Tunggal in terms of Earning Before Interest and Taxes to Total Assets, and Market Value of Equity to Total Liabilities and Sales to Total Assets showing significant decrease from first quater 2020 due to very low sales where the company was contributed loss in profits and lead to unable to pay its company obligations, and based on Z-score it has possibility to illiquid and insolvent.

Based on the Z-score result, in period of 2019-2022, PT Gajah Tunggal, Tbk experienced financial distress and potential for bankruptcy for 8 quarters and in the grey area for the rests of quarter. The Company never been in safe zone during the period covered in this research. To step out from the distress situation several action can be taken. According to the financial distress literature review Ross, Westerfield, and Jaffe (2010), reducing capital spending and research and development, issuing new securities, and negotiating with banks and other creditors.

The findings of this study can be used as input and consideration for managers managing companies and innovating during economic turbulence, such as the Covid-19 pandemic. PT Gajah Tunggal must set the strategy to bring the financial condition to safe zone through improving sales performance and financial restructuring.

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The Impact of Russia-Ukraine War on the Financial Performance of PT United Tractors (UT), Indonesia for the Period of 2021-2022

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ABSTRACT

The Russia-Ukraine war has led to disruptions in global supply chains and increasing majority of commodity price including coal. These coal price increases come on top of already tight commodity markets due to a solid demand recovery from the pandemic, as well as numerous pandemic-related supply constraints. PT. United Tractors Tbk is a subsidiary of PT. Astra International Tbk that focuses on heavy equipment, mining and energy. For the last ten years, more than 50% of the revenue has been generated from the mining industry, especially coal mining that automatically get benefits from this conflict. This study examines the impact of the Russia-Ukraine war on the financial performance of PT. United Tractors Tbk using a combination of quantitative analysis comparation before and during the war, years 2021-2022. The study analyzes financial data from UNTR's annual reports and financial statements, as well as from secondary data, such as industry reports and news articles. The study will review and compare the financial performance between 2021 and 2022 represented by using four key ratios, such as Liquidity Ratio, Profitability Ratio, Activity Ratio, Solvency Ratio. The comparation reveals that PT. United Tractors Tbk has been impacted by the Russia-Ukraine on positive way, it can be considered as a wind fall both for the company and investor.

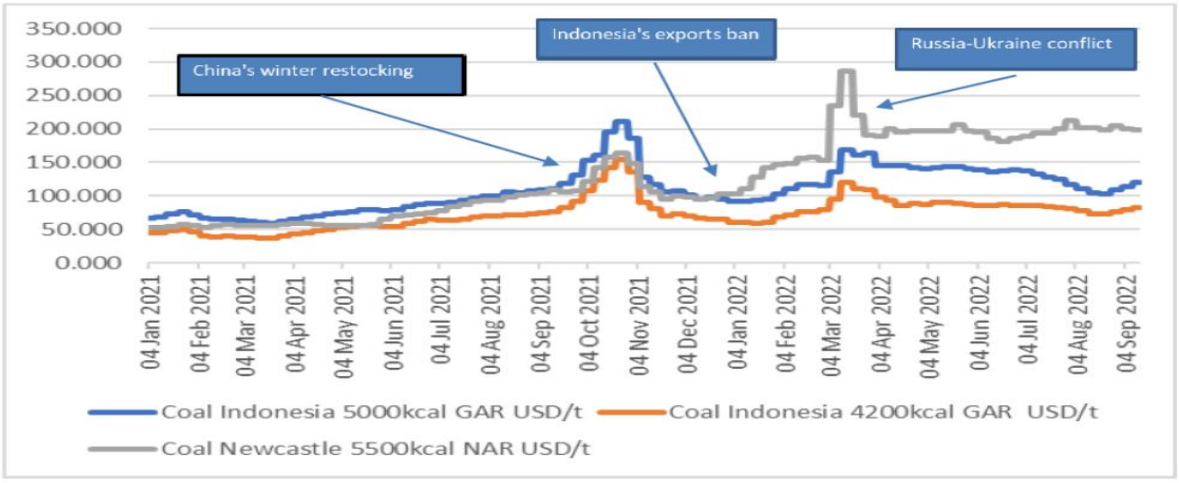
Keywords: Liquidity Ratio, Profitability Ratio, Activity Ratio, Solvency Ratio, Russia-Ukraine War

1. INTRODUCTION

Russia-Ukraine war sparks surge in coal price to unprecedented levels, the conflict between Russia and Ukraine has sent thermal coal prices skyrocketing to new heights, as some European countries look to ban Russian coal. Six month after the invasion, On September 2022 thermal coal price is reach all time high at $ 457/mt for 6300 kcal/kg GAR FOB Australia Newcastle Port. Indonesia coal price also reach its all time record, representing on Indonesia Coal Index (ICI) the FOB Kalimantan 4,200 kcal/kg GAR touched a year-to-date high March 10 2022 at $136/mt, the day after FOB Kalimantan 5,000 kcal/kg GAR hit its year-to-date high at $190/mt March 9 2022. Even though both prices then eased, they have averaged a firm $86.50/mt and $128.65/mt, respectively, to date in 2022 (see Figure 1). The Russia-Ukraine war shot Asian thermal coal prices to record levels in 2022 as additional demand from Europe, which sanctioned Russian fuel, created supply tightness. Even though prices have receded in recent months, they remain at levels higher than the average of the last two years.

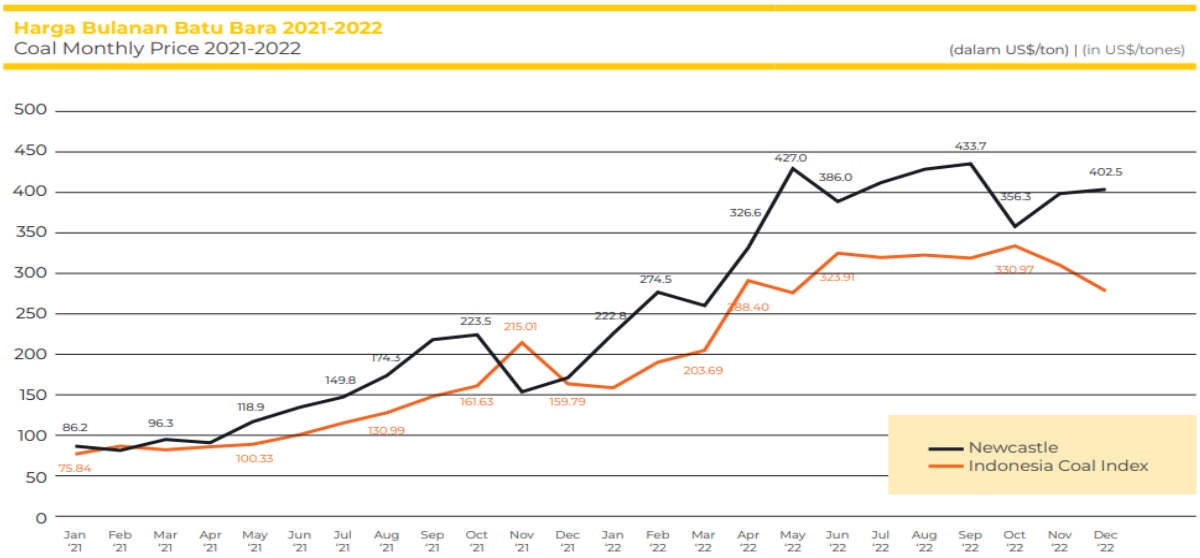
Coal markets have been shaken severely in 2022, with traditional trade flows disrupted, prices soaring and demand set to grow by 1.2%, reaching an all-time high and surpassing 8 billion tonnes for the first time. Despite the global energy crisis, our overall outlook remains unchanged, as various factors are offsetting each other. Russia's invasion of Ukraine has sharply altered the dynamics of coal trade, price levels, and supply and demand patterns in 2022. In 2022, high natural gas prices led to significant fuel switching to coal in electricity generation in Europe, although both gas and coal generation increased as the growth of wind and solar was insufficient to fully offset lower hydro and nuclear power output. In China, low hydropower output in the summer amid a big heat wave pushed coal power generation significantly higher. In August, coal power generation in China increased by around 15% year-on-year to over 500 terawatt-hours (TWh). This monthly level of generation is higher than the total annual coal power generation of any other country, except India and the United States. In India and China, where coal is the backbone of electricity systems and gas accounts for just a fraction of power generation, the impact of steeper gas prices on coal demand has been limited. Nevertheless, increased coal use in these countries has replaced some gas, which has been purchased by other regions willing to pay more for it. Coal power generation rise to a new record in 2022, surpassing its 2021 levels. This is driven by robust coal power growth in India and the European Union (EU) and by small increases in China – and it comes despite a decline in the United States.

Figure-1: Indonesia Coal Price Trend



Source: Argus Media

Figure-2: Indonesia Coal Price Trend 6300 GAR



The Indonesia Coal Export

In recent years, Indonesia has faced several challenges in the coal sector, including changes in coal demand, environmental concerns, and the global transition towards cleaner energy sources. These factors have impacted the country's coal exports and are likely to shape the industry's future. In 2022 Indonesia produced 687 million tonnes of coal and exported 465 million tonnes, production in 2022 was higher than the target of 663 million tonnes despite an export ban at the start of the year that caused some miners to hold back output, as well as heavy rains that disrupted operations. According to shipping data from consultancy Kpler, Indonesia's exports to India, South Korea, Taiwan and the Philippines, all rose in 2022, while shipments to its biggest market, China, dipped in 2022. The export trend show in Table 1, and the trend of seaborne thermal supply and demand show in Table 2.

Table-1: Indonesia Coal Export Volume Trend

Source: Argus Media

Table-2: Seaborne Thermal Coal Supply and Demand

	2019	2020	2021	2022
Import Demand	1,033.4	928.5	981.1	1,002.5
Europe	104.2	81.0	86.8	103.1
Middle East & North Africa	25.5	21.5	23.8	23.10
Americas	38.7	25.8	28.4	28.30
China	221.0	205.0	258.0	232.90
Norteast Asia	300.0	275.6	286.0	287.00
India	211.0	179.4	165.0	195.00
Southeast Asia	128.7	137.0	127.4	127.70
Others	4.2	3.2	5.0	5.40
Export Supply	1,035.6	937.9	980.3	1,002.50
Indonesia	450.0	403.0	422.5	465.00
Australia	212.0	199.3	199.1	179.00
South Africa	76.9	73.6	64.9	70.00
Columbia	76.3	52.1	54.5	50.00
Russia	162.0	167.0	180.0	170.00
USA	33.3	22.6	35.0	24.00
China	2.5	1.0	0.5	1.00
Mozambique	8.0	7.0	8.0	10.00
Canada	3.5	5.0	5.0	5.00
Other	11.1	7.3	10.8	12.50

Source: Argus Media

Profile PT United Tractros Tbk

The Company is a subsidiary of PT Astra International Tbk ("Astra"), a well-established and one of the largest business groups in Indonesia with robust experience of serving various industries and sectors. Since September 19, 1989, the Company has become a public company by listing its shares on the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange and Surabaya Stock Exchange). To date Astra owns 59.5% of the Company's shares, with the remaining shares are held by the public.

Currently, the Company is a key player in various sectors and industries in the country through its five business pillars, namely Construction Machinery, Mining Contracting, Mining, Construction Industry and Energy.

Business Segments:

Construction Machinery: PT United Tractors is the authorized distributor of various renowned heavy equipment brands, including Komatsu, Scania, Bomag, and UD Trucks, in Indonesia. The company offers sales, rental, after-sales services, spare parts, and maintenance for these brands.

Mining Contractor: Through its subsidiary, PT Pamapersada Nusantara (PAMA) dan PT Kalimatan Prima Persada (KPP) provides mining contracting services to support the mining industry in Indonesia. Its services encompass mine planning, overburden removal, coal mining, and reclamation. The company's expertise and fleet of heavy equipment make it a significant player in the mining sector.

Coal Mining: Through its subsidiary, PT Tuah Turangga Agung (Turangga Resources) PT United Tractors is involved in coal mining operations. This subsidiary engages in coal exploration, production, and marketing, contributing to the energy sector in Indonesia. Currently most of the coal asset located in central Kalimantan.

Gold Mining : The gold mining business is run by PT Agincourt Resources (PTAR), of which United Tractors has a 95% stake. PTAR operates the Martabe gold mine, located in the South

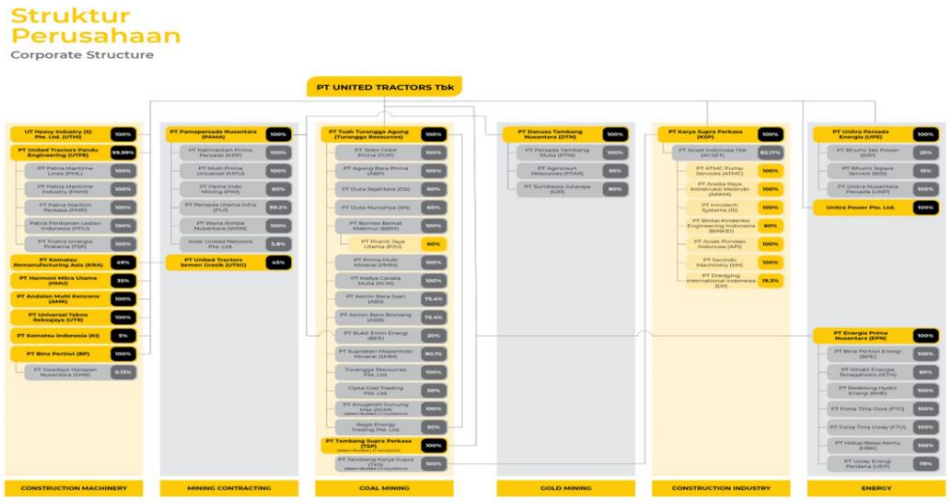
Tapanuli area of North Sumatra province, with a functional area of 479 hectares. Construction of the Martabe gold mine started in 2008 and production began in 2012.

Construction Industry : United Tractors runs the Construction Industry business through its subsidiary PT Acset Indonusa Tbk ("ACSET"). ACSET was founded in 1995 as a multi-specialized construction company providing technical and construction services for building, civil and maritime works. Since 2000, ACSET has experienced rapid growth and is one of Indonesia's leading building contractors. ACSET has built a strong reputation as a foundation and geotechnical specialist. ACSET's specialty integrates specialist work and general construction to effectively produce competitive costs. ACSET has completed challenging and prestigious projects such as Pacific Place, Thamrin Nine, Gandaria City, Kota Kasablanka, West Vista Jakarta, Alila Seminyak, Jakarta-Cikampek II Elevated Toll Road, and others.

Energy : In line with its business development strategy in environmentally friendly energy sector, United Tractors has initiated its focus on the New and Renewable Energy (NRE) business as one of its transition strategies in the energy sector. A number of studies, reviews and project realizations in this segment have been carried out.First, the development of Solar Photovoltaic (Solar PV) technology. The Company's subsidiary engaged in this field is PT Energia Prima Nusantara or EPN. To date, EPN has installed solar PV in a number of companies within UT and Astra group, reaching 1.2MWp. Until end of 2022, it is targeted that there will be additional new installations of 10MWp and will increase in the following year. The Company also conducts studies on the development of several Hydro Power Plant projects with business partners who have a reputation and experience in the field of Hydro Power Plants (PLTA). The potential projects being targeted are in Sumatra and Sulawesi areas, each with a capacity of over 10MW. In addition, the Company has a 25% share ownership in the Tanjung Jati B Power Plant (PLTU) units 5 and 6 in Jepara Regency, Central Java.

As one of the leading companies in its industry, PT United Tractors has a strong presence and a well-established reputation in the Indonesian market. It plays a vital role in supporting the infrastructure development and mining sectors, contributing to the country's economic growth.

Figure-2: Corporate Structure



Source: Company Website

Research Objectives

Therefore, in this study, we tried to analyze the Russia- Ukraine war impact on UNTR's financial performance. The analysis for financial performance using several financial ratio, which analys and compare between year 2021 before the war and year 2022 after or during the war. The objective is to analyze how the conflict affected the financial indicators of companies operating in or with significant exposure to volatility of commodities specially the coal price . This could include examining changes in revenue, profitability, liquidity, solvency, and other relevant financial metrics. This study is very useful for those who want to know and assess the quality of UNTR's financial reports in terms of earnings quality and also how well this company preparing for emerging and disruption situations in the global market. Assess the impact of the Ukraine war on the financial performance of companies: Evaluate the resilience of companies in the face of geopolitical risks: The objective would be to understand how companies managed to navigate the challenges posed by the Ukraine war and maintained their financial performance. This could involve examining strategies employed by companies to mitigate risks, such as diversification, cost-cutting measures, or market expansion.

2. LITERATURE REVIEW

Financial Statements Analysis

Financial analysis is the examination of a company's financial statements in order to determine how well that company is doing and to get a sense of how the company can be expected to perform in the subsequent period (Sherman 2015). Has the company's financial position improved, deteriorated, or stayed the same over a period time? Financial analysis is conducted by both internal and external users of financial statements. Internal users such as the company's management employ financial analysis in order to identify potential problem areas that need management attention. External users such as owners and creditors employ financial analysis in order to determine the reasonableness of committing financial resources to the company. For example, owners are interested in the present and future earnings prospects of a business, while short-term creditors may be concerned with the ability of a firm to meet its short-term obligations as they become due. A commonly used technique for evaluating financial statement data is ratio analysis. A financial ratio is a fraction expressing a relationship between financial statement items. To examine the percentage changes in certain financial statement items from period to period, changes in the account balances that are reported in comparative financial statements are compared. This type of ratio analysis is called horizontal analysis. Sometimes we want to compare a financial amount with some total within the financial statements for a single year. This type of ratio analysis is referred to as vertical analysis. A third type of ratio analysis is used to compare one or more items within a set of financial statements to one or more items within the same or different set of financial statements.

Financial Statements

The definition of financial statements in financial accounting standards, according to the Institute of Indonesia Chartered Accountants (2015), is a structured presentation of an entity's financial position and financial performance. A balance sheet, income statement, and cash flow statement are all common components of financial statements. According to Harahap

(2013:105), financial statements are reports that show the current financial position of a company or within a certain period. Financial condition current company, namely the company's financial condition on a certain date (for balance sheet) and a certain period (for the income statement). The report used in this study is according to the financial statement contained in the quarterly report of UNTR's from 2021 to 2022.

Analysis of Financial Statements Analysis of financial statements is an activity that consists of reviewing or studying financial reports in terms of relationships and trends to determine the financial position and results of operations as well as the development of the company concerned (Munawir, 2010). This analysis aims to provide information about the company's performance, financial position and cash flow so that it is useful for certain groups. After the financial statements are made, it is necessary to analyze the financial statements, because by analyzing it can be seen the level of success of a company. Financial ratio analysis is a comparative measure of two specific items in the balance sheet or income statement individually or a combination of the two reports (Munawir, 2010). The ratio itself is a number that shows the relationship between an element and other elements in the financial statements. The relationship between the elements of the financial statements is stated in a simple mathematical form. Financial ratio analysis generally uses liquidity ratios, profitability ratios, activity ratios and solvency ratios.

Liquidity Ratios

According to Brigham and Houston (2010: 134), said that: "Liquid assets are an asset that is traded in an active market so that it can be converted quickly into cash at prevailing market prices, while the liquidity position of a company is related with the question, whether the company is able to pay off its debts when these debts maturity in the following year.

Based on the several definitions that have been disclosed above, it can be concluded that liquidity ratio is a ratio that describes a company's ability to fulfill or pay its short-term obligations in a timely manner.

1. **Current Ratio**

   According to Arief Sugiono and Edy Untung (2008:68), the current ratio is used to find out how far the company's current assets are used to pay off debt current (liability) that will be due/freshly paid. The formula for finding the current ratio is as follows**:**

   Current Ratio = Current Assets / Current Liabilities

2. **Cash Ratio**

   According to Kasmir (2009:113) that the cash ratio (cash ratio) is a powerful tool used to measure how much cash is available to pay debts. The formula for finding the cash ratio is as follows**:**

   Cash Ratio = (Cash + Marketable Securities) / Current Liabilities

Profitability Ratios

According to Sherman (2011), Profitability ratios indicate the success of the company in earning a net return on sales or on investment. these ratios are the ones investors usually look at,because their main concern is a company's ability to earn profits. Profitability ratios generally consist of: return on assets, return on equity, and net profit margin.

1. **Return on Assets (ROA)**

The return on assets ratio measures the management's ability to earn a return on the use of the firm's assets. The formula for finding the current ratio is as follows**:**

$$Return\ On\ Asset\ = \frac{Net\ Income}{Total\ Assets}\ x\ 100\%$$

2. **Return on Equity (ROE)**

Return on equity (ROE) is a financial analysis tool to measure a company's ability to generate profits based on a certain capital. Return On Equity can be calculated by the formula:

$$Return\ On\ Equity\ = \frac{Net\ Income}{Equity}\ x\ 100\%$$

3. **Net Profit Marg**

Net profit margin is management's ability to run the company until it is quite successful in controlling the cost of goods/services, operating expenses, depreciation, loan interest and taxes. Net Profit Margin can be calculated by the formula:

$$Net\ Profit\ Margin = \frac{Net\ Profit}{Net\ Sales}$$

Activity Ratios

According to Sujarweni (2017) activity ratio is the ratio used to measure the level of effectiveness in using company assets or assets, to what extent company assets are financed with debt or financed by external parties (investors or banks). One of the commonly used activity ratios is Total Asset Turnover which shows the comparison between sales and total assets of a company, which describes the speed of turnover of total assets in a certain period. Total Asset Turnover can be calculated by the formula:.

$$Total\ Asset\ Turnover\ = \frac{Sales}{Total\ Assets}$$

Solvency Ratios

Munawir (2010) states that the solvency ratio is a ratio to measure how far a company's assets are financed by debt. The solvency ratio can also be used to measure the spending ability of debt compared to existing capital. In practice, the solvency ratio describes the company's ability to pay interest and other fixed expenses. The solvency ratio consists of: debt to equity ratio (DER), debt to asset ratio (DAR) and long-term debt to equity ratio.

1. **Debt to Equity Ratio (DER)**

DER is a ratio to measure a company's financial risk by taking into account the amount of debt and existing capital. Debt to Equity Ratio can be calculated by the formula:

$$Debt\ to\ Equity\ Ratio = \frac{Liability}{Equity}$$

2. **Debt to Asset Ratio (DAR)**

DAR is a ratio to measure the comparison of total assets and debt owned by a company. Debt to Asset Ratio can be calculated using the formula:

$$Debt\ to\ Asset\ Ratio = \frac{Liability}{Total\ Assets}$$

3. METHODOLOGY

The type of research used in this study is a comparative study that compares data for each variable in all samples used. Comparisons were made to highlight the performance of UNTR's, especially before Ukraine war 2021 and after or during the war 2022 .From the existing financial reports, an analysis of financial ratios was carried out in a span of 2 years for all samples used for further one-to-one comparisons. each other. The population used in this study is a company engaged in the mining sector, which is listed on the Indonesian Stock Exchange. data used in this study is accounting data in the form of financial reports for each sample. The data collection technique used in this research is to use documentation techniques which are carried out through pages that contain the financial reports of companies whose shares are outstanding on the Indonesia Stock Exchange and company website.

4. RESULT AND DISCUSSION

Based on the data collection that has been carried out, it is significantly the coal sector contribute around 90% increasing revenue and net profit in 2022 (see Table 4), The surge in coal prices provided a positive momentum for all commodity-based business segments. The Construction Machinery segment posted revenue of Rp36.5 trillion, up 60% from Rp 22.8 trillion in 2021. Apart from sales of heavy equipment units, this revenue included sales of spare parts and heavy equipment maintenance services which reached\ Rp10.4 trillion, increased by 33% from Rp7.8 trillion in the previous year. The Mining Contracting segment under PT Pamapersada Nusantara posted consolidated revenue of Rp47.4 trillion, up 43% from Rp33.2 trillion in 2021. Overburden removal volume increased by 12%, from 852 million bank cubic meters (bcm) in 2021 to 954 million bcm. Coal production reached 116 million tons, relatively the same as in 2021. The Coal Mining segment run by PT Tuah Turangga Agung posted revenue of Rp31.1 trillion, up 127% from Rp13.7 trillion in 2021. This revenue came from coal sales of 9.9 million tons, including 2.4 million tons of metallurgical coal, which increased by 10% from 9.0 million tons in 2021.

Table-3: UNTR's Revenue and Profit 2021 vs 2022

	UNTUK PERIODE-PERIODE YANG BERAKHIR 31 DESEMBER FOR THE PERIODS ENDED 31 DECEMBER		
	2022	2021	Perubahan Change
	Rp jutaan Rp million	Rp jutaan Rp million	%
Pendapatan Bersih Net Revenue	123,607,460	79,460,503	56%
Laba Bruto Gross Profit	34,758,688	19,664,961	77%
Laba Bersih* Net Profit*	21,005,106	10,279,683	104%
Laba per Saham ** Earnings per Share**	5,679	2,756	106%

*Laba setelah pajak yang diatribusikan kepada pemilik entitas induk | Profit after tax atributed to owners of the parent
**Dalam Rupiah penuh | Expressed in full Rupiah

Source: PT United Tractors Website

Table-4: Business Segment Contributor 2021 vs 2022

(dalam jutaan Rupiah) | (in millions of Rupiah)

Pendapatan Bersih	2022	2021	Perubahan Change Rp	%	Net Revenue
Mesin Konstruksi	36,498,465	22,788,539	13,709,926	60	Construction Machinery
Kontraktor Penambangan	47,363,878	33,200,396	14,163,482	43	Mining Contracting
Pertambangan Batu Bara	31,108,056	13,706,853	17,401,203	127	Coal Mining
Pertambangan Emas	7,653,930	8,306,882	(652,952)	(8)	Gold Mining
Industri Konstruksi	949,117	1,457,833	(508,716)	(35)	Construction Industry
Energi	34,014		34,014		Energy
Jumlah	**123,607,460**	**79,460,503**	**44,146,957**	**56**	**Total**

Kontribusi Segmen Usaha terhadap Pendapatan Bersih, 2021-2022
Business Segment Contribution to Net Revenue, 2021-2022

(dalam persentase) | (in percentage)

Source: PT United Tractors Annual Report 2022

The recapitulation of the ratios calculation 2021 and 2022 based on data from UNTR Annual report can be show on below table :

Table-5: Financial Ratios of PT United Tractors 2021 vs 2022

No	Ratio	Year		% Change
		2021	2022	
1	**Liquidity**			
	a. Current Ratio	2.00	1.90	-5%
	b. Cash Ratio	1.09	0.91	-17%
2	**Profitability**			
	a. Return on Asset (ROA)	9.7%	16.6%	71%
	b. Return on Equity (ROE)	15.2%	26.0%	71%
	c. Net Profit Margin	12.9%	17.0%	32%
3	**Activity Ratio – Asset Turnover**	0.71	0.88	25%
4	**Solvency**			
	a. Debt to Equity (DER)	0.13	0.03	-77%
	b. Debt to Assets (DAR)	0.08	0.02	-75%

Source: Author Calculation from UNTR Annual report 2022

Based on the table above, it can be seen that the Current Ratio of PT United Tractors Tbk (UNTR) experienced a slight decrease in 2022, with a ratio of 1.90 in 2022. Even so, the ratio is still in the ideal range between 1.5 to 3.so it can be said that UNTR still has the ability to fulfill its short-term financial obligations with its current resources company. UNTR recorded a significant increase in Cash Ratio, but in 2022, there will be a slight decrease with a ratio of 0.91. Although ratio figures UNTR is below the expected ideal number (> 0.5), the company still has the ability to pay its short term obligations with cash resources owned.

Return on Assets (ROA) and Return on Equity (ROE) of PT United Tractors Tbk (UNTR) has successful increased, its ROA to 16.67% and its ROE to 26%, showing that the company is

capable utilize its assets efficiently in generating profits. This increase in ROA because the increasing of therevenue and profit which caused by the tremoundoues contribution in revenue and profit of coal mining and mining contracting business segment therefore, it can be concluded that UNTR's ROA And ROE performance in 2022 is good.

The Company's solvency is reflected on its liquidity. Based on the table above, the Total Debt to Equity Ratio (DER) of PT United Tractors Tbk (UNTR) in 2022 is 0.03, which shows the company has a ratio healthy debt to equity. The ideal number of DER is less than 1, that is indicates that the company has a lower amount of debt compared with equity. In this case, UNTR has maintained its debt ratio at a level that has been stable since 2020 and is below the ideal level, indicating that The company manages its finances well and is in a good financial position strong. Based on the table above, the Total Debt to Total Asset Ratio (DAR) of PT United Tractors Tbk (UNTR) in 2022 is 0.02, which shows that the company has Ideal Number (< 1) Good low level of debt in proportion to its assets. The ideal number of DAR is less of 0.5, which indicates that the company has more assets in comparison with the debt. In this case, UNTR has maintained its debt ratio at a low and stable level since 2021 and below the ideal rate, shows that the company has the financial strength and ability to pay debt obligations. It also shows that UNTR has the capacity to obtain additional funding if needed in the future. Therefore, UNTR appear to be in a good financial position and able to survive in the long term.

5. CONCLUSION

The surge in commodity prices caused by the Russia- Ukraine war provided a positive momentum for all commodity-based UNTR business segments. The Construction Machinery segment posted revenue of Rp36.5 trillion, up 60% from Rp 22.8 trillion in 2021. Apart from sales of heavy equipment units, this revenue included sales of spare parts and heavy equipment maintenance services which reached Rp10.4 trillion, increased by 33% from Rp7.8 trillion in the previous year. The Mining Contracting segment under PT Pamapersada Nusantara posted consolidated revenue of Rp47.4 trillion, up 43% from Rp33.2 trillion in 2021.

The Coal Mining segment run by PT Tuah Turangga Agung posted revenue of Rp31.1 trillion, up 127% from Rp13.7 trillion in 2021. This revenue came from coal sales of 9.9 million tons, including 2.4 million tons of metallurgical coal, which increased by 10% from 9.0 million tons in 2021. The surge of coal price give wind fall and also the positive correlation in most of the financial ratios of UNTR, that reflected on the increasing of the profitability ratio (Net profit margin ,ROA, ROE), and also decreasing in solvency ratio (DER and DAR).

6. RECOMMENDATION

Altough the Russia-Ukraine war give a big benefit to UNTR's financial performance in 2022, the company should keep aware about the cycle and volatilty of coal price, it will always settle and consilidate with the basic supply and demand, once after the disruption of war is heal, the coal price probably will come back to the "normal'' price. Efficient cost management is crucial in maintaining profitability during periods of volatile coal prices. UNTR can review its cost structure, identify areas for cost optimization, and implement measures to control expenses without compromising operational efficiency. Develop a robust risk management framework

to identify and mitigate risks associated with coal price volatility. This may involve closely monitoring market trends, conducting thorough risk assessments, and developing contingency plans to address potential challenges.

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Financial Health Analysis of PT. Blue Bird, Tbk. Before and During COVID-19 Pandemic According to Altman Z-Score in Periods of 2018-2022

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ABSTRACT

Taxi, as one of the transportation moda alternative has been a significant part of people daily mobility lives in Indonesia, helps them to commute from and to another destination especially those who live in the cities. However due to COVID-19 outbreak, taxi industry in Indonesia also encountered a significant hit. In response to the COVID-19 pandemic, the local Government with the approval of the Ministry of Health implemented lockdown and large-scale social restrictions policy includes closing public places, offices and limiting travel from and to the restricted areas. This conditions contributed to reducing demand for taxis order as passenger preferred staying at home or if needed shifting of usage their personal vehicle. In line with the struggling condition, as a market leader in taxi industry in Indonesia, PT Blue Bird, Tbk has adjusted to their business strategy in order to sustained company operational and maintained healthy financial performance to avoided the company from possibility of bankruptcy. This research study aims to analyze and measure the financial health condition and bankruptcy prediction of PT Blue Bird, Tbk with the company's Altman Z-score bankruptcy approach before and during the Covid-19 pandemic in the periods of 2018-2022.

Keywords: Financial Health, Bankruptcy, Altman Z-Score, COVID-19, Taxi Industry

INTRODUCTION

As the first and largest taxi company in the nation, Bluebird (BIRD) is growing its presence in the transportation industry. It serves major cities and well-known tourist destinations like Jadetabek, Bali, Bandung, Cimahi, Batam, Cilegon, Lombok, Manado, Medan, Padang, Pekanbaru, Palembang, Semarang, Surabaya, Yogyakarta, Makassar, and Bangka Belitung. Bluebird Group provides passenger transportation and land transportation services, such as bus rental, car rental, and taxi services (regular and executive).

Bluebird initiated corporate action in 2014 by initiating an Initial Public Offering (IPO) or listing on the Indonesian Stock Exchange as a sign of its dedication to making a long-term contribution to society and meeting stakeholder expectations. Following Bluebird's receipt of an effective statement from the Financial Services Authority on October 29, 2014, the listing and initial public offering of shares took place. This corporate action was made to support Bluebird's goals for company growth and to reinforce Bluebird's position as the industry leader in transportation services, notably in the passenger and land transportation sectors.

The Company has experienced numerous difficulties and significant changes that have come about so suddenly in the last few years, altering the Company's operations. The existence of Special Lease Transportation (ASK), sometimes known as "online taxi", has created new obstacles for businesses in terms of how to compete, how to use technology, and how to adapt to changes in consumer behavior. The rapid emergence of a sizable online taxi industry starting in 2016 has altered the way the company has previously viewed current business practices. By launching Indonesia's first fleet of electric vehicle taxis (EV Taxis), the company also achieved a major milestone in the field of public transportation. By introducing new, cutting-edge, environmentally friendly modes of transportation, the company is demonstrating its commitment to environmental responsibility.

Since the start of 2020, the Covid-19 outbreak has had a substantial impact on a number of industries in Indonesia, including the transportation industry. Because of the limits on commerce and social gatherings imposed by the Central Government and the Regional Government in an effort to stop the Covid-19 virus's spread, the pandemic immediately affects community activities and movement. Due to the sharp decline in market demand in 2020, the transportation industry is consequently under a lot of pressure. This also affects the company, as seen by the revenue the company generated in 2020, which decreased from 2019 and prompted the company to report a loss for the first time in its history. As the new COVID-19 virus variant spread more widely, improvements in the global economy were slowed down. Economic activity was necessarily constrained by the mobility restriction policy that was necessary to stop the spread of new variations. Given the interruptions to Indonesia's transportation sector and the COVID-19 outbreak in recent years, 2022 has been seen as a difficult year. However, BIRD has been able to keep growing and changing in order to offer its clients the greatest mobility options.

Table.1 Summary of Company Financial Statement

(in milion Rupiah)

No	Description	Year				
		2018	2019	2020	2021	2022
1	Net Revenues	4.218.702	4.047.691	2.046.660	2.220.841	3.590.100
2	Total Income For The Year	427.495	460.273	(163.183)	8.720	364.027

Source: Processed by Authors, 2023

Table.2 Summary of Fleet Capacity

(in unit)

No	Description	Year				
		2018	2019	2020	2021	2022
1	Reguler Taxi	22.100	20.633	16.963	13.487	14.391
2	Executive Taxi	1.091	883	1.131	1.032	735
3	Limousines & Rental Cars	5.620	6.231	5.027	4.882	5.006
4	Bus	556	601	526	456	528
5	Shuttle	-	160	161	160	170

Source: Processed by Authors, 2023

LITERATURE REVIEW

Covid-19 In Indonesia

Health around the world had been affected by the COVID-19 pandemic, including Indonesia. Social gathering limitation, which forbids intimate contact between people, may be able to stop the easily spread illness. Many governments in their respective nations implemented national and local lockdown or quarantine policies to make sure their society complied with the health standard. Guidelines for Large-Scale Social Restrictions (LSSR) in the Context of Accelerating the Handling of Coronavirus Disease 2019 were published by Indonesia's Ministry of Health under regulation number 9 of 2020 (Ministry of Health, 2020). Even though these restrictions benefit to the public's health, they unavoidably impact to corporate operations in most sectors. For instance, closed borders have an effect on the hotel industry (Japutra & Situmorang, 2021), due to significant drops in both domestic and international travel, the tourism sector also saw a downturn in its economy (Cahyadi & Newsome, 2021), by the end of the first quarter (Q1) of the year 2020, the pandemic had severely damaged the Indonesian economy (Olivia et al., 2020). The depth of Indonesia's economic crisis is then a result of the pandemic's economic decreases (Miharja et al., 2020).

Impact of Covid-19 In Transportation Industry

The recent financial results of businesses demonstrate how the COVID-19 pandemic has affected the economy. The longer the virus persists, the more of an impact it will have on the economy and business performance, raising questions about the sustainability of debt, particularly for heavily indebted nations and businesses without official backing (Segal & Gerstel, 2020). Both Shen et al. (2020) and Rababah et al. (2020) studies found that Q1 of 2020 had a considerable fall in company performance. The negative impact is more pronounced in sectors and industries with substantial impacts, such as on the production, operation, and sales of the tourism, catering, and transportation industries, as well as in businesses with lower investment sizes or sales revenues.

The transportation sector in Indonesia is one of the sectors that has been significantly affected by the Covid-19 outbreak since the beginning of 2020. This is because the pandemic directly affects community activities and mobility through restrictions on business and social activities set by the Central Government and the Regional Government in an effort to reduce the spread of the Covid-19 virus. As a consequence, the transportation sector is under considerable pressure due to the drastic decrease in market demand during 2020. The effects of the COVID-19 pandemic will last for a long time. However, it is necessary to control it so that public transportation can gradually operate again soon (Dong, Ma, Jia, Tian, 2021).

Public transport is a limited space conducive to the transmission of infectious diseases from human to human. As a result, several countries have reported large clusters of cases on public

transport with infections caused by respiratory viruses, Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2) (Shen et al., 2020). This condition makes people have excessive worries when they have to use public transport.
As a country with a large population, Indonesia is undoubtedly quite at risk for the spread of COVID-19. Several times experienced COVID-19 emergencies, which caused restrictions and temporary suspension of public transport services (Olivia, Gibson, & Nasrudin, 2020). As a result, some public transport services in Jakarta experienced a decrease in passengers, resulting in a decrease in service frequency.

Financial Performance

Financial Accounting Standards: Understanding Financial Statements The financial situation and financial performance of a business are presented in a systematic manner, according to the Indonesian Institute Chartered Accountants (2015). Financial statements frequently include the balance sheet, income statement, and cash flow statement. Every business, no matter how big or little, must have regular financial reports, either quarterly or annually, as it is important to understand their revenue and outlay. Understanding financial statements is crucial since they serve a crucial purpose in financial management (Whiteley 2017).
The financial statements in the annual report, which is published on the websites of the company from 2018 to 2022, were used to create the report that was used in this study.

Financial Distress

Ross, Westerfield, and Jaffe (2010:917) define financial distress as a circumstance when a company's operating cash flows are insufficient to cover its present obligations and the company is forced to take corrective action. A company in financial difficulties may default on a contract and may need to restructure its finances with its creditors and equity investors. Typically, the company is compelled to take a step that it would not have done if it had enough cash flow. Insolvency (the inability to pay one's debts) can develop from financial difficulty. Bankruptcy may follow insolvency. Company deal with financial distress in several ways, as follows:
1. Selling major assets
2. Merging with another firm
3. Reducing capital spending and research and development
4. Issuing new securities
5. Negotiating with banks and other creditors
6. Exchanging debt for equity
7. Filing for bankruptcy

Financial distress may involve both asset restructuring and financial restructuring. Financial distress can serve as “early warning” system for trouble.

Bankruptcy

Corporate bankruptcy results from a company's inability to fulfill its financial obligations when they are due. If a business cannot run its operations to reach its objective, it is considered bankrupt. The primary requirements for filing for bankruptcy are that the debtor have two or more creditors and fail to pay at least one debt that has matured and become payable. In such a

case, the debtor will be declared bankrupt by a court order, either at their own request or at the request of one or more of their creditors. Although an insolvent business must find fresh resources to fill the gap, bankruptcy is not always necessary, because it will be required to allocate a portion of its new resources to previous uses.
According to Vernimmen, Quirry, Dallocchio, Levur, and Salvi (2014:854), a bankruptcy procedure can enable a corporation to reorganize, frequently necessitating asset sales, a change in ownership, and partial debt forgiveness on the side of creditors. In other situations, bankruptcy results in liquidation, which results in the company's demise. In general, Company experiences a liquidity crisis when it is unable to pay its short-term obligations, however the real description of the financial difficulties that prompted to file for bankruptcy may vary from one to another.

RESEARCH METHOD

This study takes a quantitative, descriptive approach to research. By examining report data, descriptive study using this quantitative approach is carried out. The financial statistics of the company are then calculated to evaluate whether it falls within the category of a healthy or unhealthy corporation. Data was gathered from the company's financial reports, which were published on the Blue Bird (BIRD) Annual Report from 2018 to 2022.

Altman's Z-Score Model And Its Components

Professor Edward I. Altman of NY University in the United States created the well-known Z-score Model in 1968 to determine the likelihood that a company will fail. A multivariate method called the Z-Score Model assesses a company's financial health or distress and forecasts the chance of its collapse (bankruptcy). Altman first created his Z-score model to forecast the collapse of publicly traded manufacturing companies; he later adapted it to forecast failures in private and non-manufacturing organizations. The Multi Discriminant Analysis (MDA) function, often known as the Z-score Model, was developed by Altman in 1968.

$$\mathbf{Z = 1.2X_1 + 1.4X_2 + 3.3X_3 + 0.6X_4 + 1.0X_5}$$

Where;

X_1 = Working Capital/Total Assets Ratio;
X_2 = Retained Earnings/Total Assets;
X_3 = Earnings Before Interest And Taxes/Total Assets;
X_4 = Market Value of Equity/Book Value of Total Liabilities;
X_5 = Sales/Total Assets
While there are four common backward-looking ratios (drawn from the financial reports), X4 (Market worth of Equity) is a forward-looking ratio that takes into account the future worth of the company as perceived by the market (or analysts).

1.Working Capital / Total Assets Ratio (X1): The net current assets, also known as working capital, of a corporation are measured as a percentage of its total assets, and this ratio essentially evaluates the firm's liquidity situation in relation to its capitalization. Working Capital, which is current assets less current liabilities, aids stakeholders in determining how much capital is

needed to run a business on a daily basis and how much capital is locked up in working capital. Therefore, if this ratio (working capital to total assets) is high, it would indicate that the company can meet its account payable commitments on time. This could be because receiving income from sales occurs much more quickly than paying for raw materials and other goods and/or services.

2.Retained Earnings/Total Assets (X2): This ratio measures the company's capacity to generate profits from its assets. Most analysts and investors favor a greater Retained Earning to Total Assets ratio since it indicates that the company is able to retain more earnings. Retained Earnings to Total Assets Ratio of 1:1 or 100% is regarded as optimum. In actuality, however, most organizations are unable to achieve this ratio (1:1). Having this ratio as near to 100% as possible, or at least above average within its industry sector, or improving, would be a more practical goal for most businesses. A greater percentage would show that expansion is being financed by profits rather than by accruing more debt. On the other hands, a low ratio would assume that growth may not be sustainable if it is financed from increasing debts and not by rein- vesting the profits

3.Earnings before Interest and Taxes/Total Assets (X3): This ratio is very similar to the Return on Assets (ROA) ratio, which uses net earnings instead of earnings before interest and taxes (EBIT). Operating efficiency is essentially measured by this percentage (all profits before interest and taxes are paid). Operating earnings are considered to be one of the key factors determining the firm's long-term profitability. In other words, this ratio assesses a company's asset productivity and is unaffected by indebtedness or any tax liabilities. This ratio is often viewed by analysts and investors as an indicator of a company's ability to generate income from its assets.

4.Market Value of Equity/Book Value of Total Liabilities (X4): This ratio measures a company's long-term solvency, or the amount the market value of the company would drop before liabilities exceeded assets, if that were to occur. All of a company's current and long-term liabilities are added up to form the book value of total liabilities. Comparatively, the market value of equity is the combined current market value of all common and preferred shares. The only forward-looking ratio used in the Z-score computation is market value of equity, which accounts for the value of future performance of a company and its intangible assets. This is the opposite of the popular debt-to-equity ratio, which is also known as the total debt to total market value of equity or the total liabilities to market capitalization.

5.Sales/Total Assets (X5): This ratio, often known as an assets turnover ratio, calculates how much revenue a company generates by utilising its assets. This ratio focuses on the assets' and management's ability to generate sales; as a result, the larger the ratio, the better. In other words, a low ratio would suggest that the firm's management and overall assets are ineffective at generating higher sales.

The resulting score is interpreted as follows:
Z-score above 2,99: indicates Safe Zone, a financially healthy company with low risk of bankruptcy
Z-score between 1,80 and 2,99: indicates a company in a Grey Zone with some financial risk
Z-score below 1,80: indicates Distress Zone, a high-risk company with a high likelihood of bankruptcy

When examining companies experiencing financial difficulties, Altman identified five stages of bankruptcy: the emergence of early warning signs (a slight decline in profitability, turnover, or cash availability) that are ignored by the company's management; the obvious manifestation of financial difficulties that are not followed by the adoption of resolution measures in the hope that they will go away on their own; the strong deterrence of financial difficulties that necessitates the adoption of resolution measures; and the final stage of bankruptcy that necessitates the filing for bankruptcy.

RESULTS AND DISCUSSIONS

Several data have been summarized from company's performances from year 2018 to 2022. The data shown are consist of Net Working Capital, Total Asset, Retained Earnings, Earnings Before Interest and Tax, Market Value of Equity, Book Value of Total Liabilities and Total Sales. According to Table.1 below, EBIT of BIRD was decreased significantly during the period of 2019 until 2021, while in the period of 2020, EBIT of BIRD performed in the negative

Table.3 Summary of Company Performances

(in milion Rupiah)

No	Description	Year				
		2018	2019	2020	2021	2022
1	Net Working Capital	456.786	185.270	601.740	801.464	471.568
2	Total Assets	6.955.157	7.424.304	7.253.114	6.598.137	6.893.160
3	Retain Earnings	2.384.410	2.496.205	2.323.464	2.235.054	2.432.221
4	Earning Before Interests and Taxes	606.175	413.962	(290.498)	25.654	484.439
5	Market Value of Equity	5.265.161	5.408.102	5.235.523	5.147.579	5.350.691
6	Book Value of Total Liabilities	1.689.996	2.016.202	2.017.591	1.450.558	1.542.469
7	Sales	4.218.702	4.047.691	2.046.660	2.220.841	3.590.100

Source: Processed by Authors, 2023

Following the above guidelines, we first determined Table. 2 all the ratios needed as input to the Z-score models (X1, X2, X3, X4 and X5) in order to calculate the Z-score for BIRD

Table.4 Calculation Results of Altman Z-score Variable

No	Description	Year				
		2018	2019	2020	2021	2022
1	X1	0,066	0,025	0,083	0,121	0,068
2	X2	0,343	0,336	0,320	0,339	0,353
3	X3	0,087	0,056	(0,040)	0,004	0,070
4	X4	3,115	2,682	2,595	3,549	3,469
5	X5	0,607	0,545	0,282	0,337	0,521

Source: Processed by Authors, 2023

According to Table.3 below, the ratio of Net Working Capital to Total Assets of BIRD in 2018-2022 shows positive value (X1). This ratio is used to measure the ability of BIRD in fulfilling short-term liabilities and measuring the level of liquidity of assets. If company has a positive value working capital shows that the company's ability to pay its bills, whereas has negative working capital, then the company will be having difficulty in fulfilling its current liabilities. This indicates that there is a tendency to have problems serious financial distress.

Table.5 Working Capital to Total Assets

(in million Rupiah)

Financial Year	Net Working Capital	Total Assets	Ratio (X1)
2018	456.786	6.955.157	0,066
2019	185.270	7.424.304	0,025
2020	601.740	7.253.114	0,083
2021	801.464	6.598.137	0,121
2022	471.568	6.893.160	0,068

Source: Processed by Authors, 2023

According to the calculations above, the working capital to total assets ratio is not constant, fluctuating between 0.025 in 2019 and 0.121 in 2021

Then we calculated the Retained Earnings to Total Assets Ratio (X2) of BIRD. The company that have high Retained Earnings show the ability to finance its assets through its profit without utilize their debt. The higher the resulting ratio of retained earnings to total assets means the company has high profits to finance its assets and will reduce the possibility of financial distress

Table.6 Retain Earnings to Total Assets

(in million Rupiah)

Financial Year	Retain Earnings	Total Assets	Ratio (X2)
2018	2.384.410	6.955.157	0,343
2019	2.496.205	7.424.304	0,336
2020	2.323.464	7.253.114	0,320
2021	2.235.054	6.598.137	0,339
2022	2.432.221	6.893.160	0,353

Source: Processed by Authors, 2023

According to the ratio analysis in Table.4 above, Retained Earnings to Total Asset ratio for BIRD has always been positive with a lowest of 0.320 in 2020. It can be stated that the company constantly created and generated profits out of its assets

The Earnings before Interests and Taxes (EBIT) to Total Assets Ratio (X3) calculations for BIRD are shown in Table.5. This ratio is used to measure the ability or productivity of assets in generating profits. The lower the value shows the low productivity of assets in generating profits, the greater the value of this ratio, the more effective of the company manage their assets

Table.7 Earning Before Interest and Tax to Total Assets

(in million Rupiah)

Financial Year	EBIT	Total Assets	Ratio (X3)
2018	606.175	6.955.157	0,087
2019	413.962	7.424.304	0,056
2020	(290.498)	7.253.114	(0,040)
2021	25.654	6.598.137	0,004
2022	484.439	6.893.160	0,070

Source: Processed by Authors, 2023

From the results of the above ratios, showing that the lowest EBIT to Total Assets is -0.040 in 2020 and the one with the highest is 0.087 for the year 2018

The Market Value of Equity to Book Value of Total Liabilities Ratio (X4) for BIRD is calculated next in Table.6. This ratio indicates the company's ability to meet its obligations long-term value of its Equity. The lower this ratio will indicate the smaller the company's ability, and it will increase the possibility of the company in experiencing of financial distress

Table.8 Market Value of Equity to Book Value of Total Liabilities

(in million Rupiah)

Financial Year	Market Value of Equity	Total Liabilities	Ratio (X4)
2018	5.265.161	1.689.996	3,115
2019	5.408.102	2.016.202	2,682
2020	5.235.523	2.017.591	2,595
2021	5.147.579	1.450.558	3,549
2022	5.350.691	1.542.469	3,469

Source: Processed by Authors, 2023

For the past five years that BIRD has been in operation, this ratio has always been positive, with the lowest ratio is 2,595 in year 2020. The aforementioned findings point to a robust market value for stocks.

The Sales to Total Assets Ratio (X5) for BIRD, the final necessary component, was tabulated into Table.7. This ratio, commonly known as the Assets Turnover ratio, measures the volume of sales produced by a company's assets

Table.9 Sales to Total Assets

(in million Rupiah)

Financial Year	Sales	Total Assets	Ratio (X5)
2018	4.218.702	6.955.157	0,607
2019	4.047.691	7.424.304	0,545
2020	2.046.660	7.253.114	0,282
2021	2.220.841	6.598.137	0,337
2022	3.590.100	6.893.160	0,521

Source: Processed by Authors, 2023

The results of the ratios above indicate that the Assets Turnover Ratio ranges from the lowest 0,282 for the year 2020 to the highest 0,607 for the beginning of 2018. This demonstrates an overall good turnover of the company while employing its assets

After all the ratios tabulated and calculated into the formula, Table.8 displays the calculation for Z-score values for BIRD

Table.10 Summary of Altman Z Score Calculation

No	Description	Coefficient	Financial Year				
			2018	2019	2020	2021	2022
1	X1	1,20	0,079	0,030	0,100	0,146	0,082
2	X2	1,40	0,480	0,471	0,448	0,474	0,494
3	X3	3,30	0,288	0,184	(0,132)	0,013	0,232
4	X4	0,60	1,869	1,609	1,557	2,129	2,081
5	X5	1,00	0,607	0,545	0,282	0,337	0,521
6	**Z Score**		**3,322**	**2,839**	**2,255**	**3,099**	**3,410**
7	**Zone**		**Safe**	**Grey**	**Grey**	**Safe**	**Safe**

Source: Processed by Authors, 2023

From the Table.8 above;
1,20 X1 value is 0,079 from the financial year 2018, 1,20 X1 value is 0,030 from the financial year 2019, 1,20 X1 value is 0,100 from the financial year 2020, 1,20 X1 value is 0,146 from the financial year 2021 and 1,20 X1 value is 0,082 from the financial year 2022

1,40 X2 value is 0,480 from the financial year 2018, 1,40 X2 value is 0,471 from the financial year 2019, 1,40 X2 value is 0,448 from the financial year 2020, 1,40 X2 value is 0,474 from the financial year 2021 and 1,40 X2 value is 0,494 from the financial year 2022
3,30 X3 value is 0,288 from the financial year 2018, 3,30 X3 value is 0,184 from the financial year 2019, 3,30 X3 value is -0,132 from the financial year 2020, 3,30 X3 value is 0,013 from the financial year 2021 and 3,30 X3 value is 0,232 from the financial year 2022
0,60 X4 value is 1,869 from the financial year 2018, 0,60 X4 value is 1,609 from the financial year 2019, 0,60 X4 value is 1,557 from the financial year 2020, 0,60 X4 value is 2,129 from the financial year 2021 and 0,60 X4 value is 2,081 from the financial year 2022
1,00 X5 value is 0,607 from the financial year 2018, 1,00 X5 value is 0,545 from the financial year 2019, 1,00 X5 value is 0,282 from the financial year 2020, 1,00 X5 value is 0,337 from the financial year 2021 and 1,00 X5 value is 0,521 from the financial year 2022
According to Table.11 below, Altman model Z score Value is 3,322 in the financial year 2018, 2,839 in the financial year 2019, 2,255 in the financial year 2020, 3,099 in the financial year 2021 and 3,410 in the financial year 2022. According to Altman model Z score value is more than 2.99, it indicates that the Company have Safe Zone. The company experienced a decrease in the Altman Z Score starting in year 2019 followed by year 2020 where indicate BIRD in Grey Zone in both year 2019 and 2020. This is influenced by the COVID-19 pandemic, which disrupts the company's operations particularly during year 2020

Table.11 Summary of Z-Score

No	Year	Z-Score	Zone Category	Remarks
1	2018	3,322	Safe	Healthy
2	2019	2,839	Grey	Some Financial Risk, Bankrupt can't easily be predicted
3	2020	2,255	Grey	Some Financial Risk, Bankrupt can't easily be predicted
4	2021	3,099	Safe	Healthy
5	2022	3,410	Safe	Healthy

Source: Processed by Authors, 2023

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research is conducted to analyze the financial health and the prediction of PT Blue Bird Tbk whether in the condition Financial Distress and going Bankrupt throughout the past five years before and during COVID-19. Here is the conclusion; from the Altman Z-Score analysis, shows the COVID-19 pandemic that happened in early 2020 had a significant impact on the performance of BIRD. Company had been classified as grey zone, since before the pandemic had started (2019). During the pandemic, the company is still at the grey zone even with lower score (2020). It indicates declining in Company Financial Performance in year 2019 and 2020. The liquidity of the Company to fulfil the short-term liabilities compare to the liquidity of asset represented by lower Net Working Capital in 2019 followed by the significant decrease in generating profit (EBIT) particularly in 2020 took as a caused of lower in Z-Score. Compared to the scores in 2018 (prior COVID-19) and 2022 (after COVID-19 pandemic) have experienced Company performance in Safe Zone respectively.
Furthermore, bankruptcy is not always the result of the confirmed prediction of financial distress in the Company. Only probabilities and circumstances point to potential future failure, but depending on the company's decision and strategy, things could turn around. According to Ross, Westerfield, and Jaffe's (2010) financial distress literature review, reducing capital

spending on new investment and research & development, issuing new securities, and negotiating with creditors are several ways Company might exercise to exit from Financial Distress

Recommendations

The result of this research can be used as input and consideration how to manages and innovates particularly in difficult times for instance, the COVID-19 pandemic or other economic turbulence. Company should be motivated to improve its Financial Performance as a result of this conclusion. According to the analysis of Z-Score, the values X3 and X4 and related to Sales (X5) have the significant impact. For the business to have strong financial performance that enabling to generate sufficient profit, sales growth must be maintained or increased.
By strengthening Company core business portfolio as integrated taxi service, maximizing the opportunity from the need for mobility in personal use which is quite high after pandemic situation, increasing operational effectiveness with; fleet rejuvenation, flexibility in making of booking and payment channels and reorganizing Company financial condition with continues to enhance efficiency and cost management, these are the efforts that Company must focus and experience to generate more profitability in the future.

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ABSTRACT

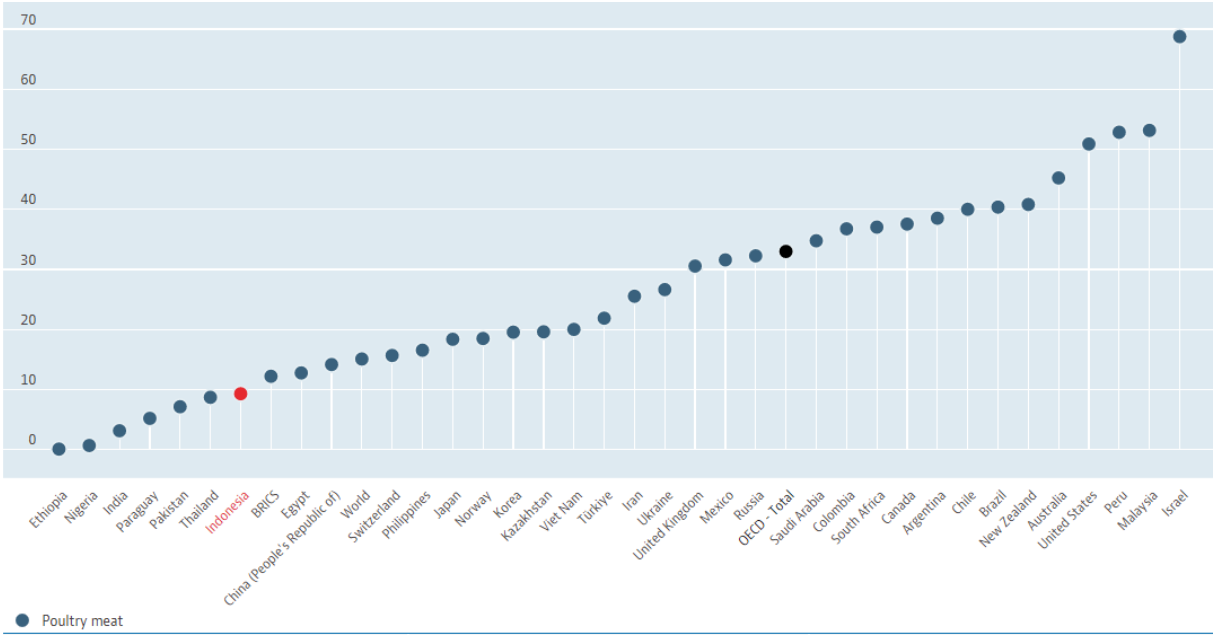
PT. Japfa Comfeed Indonesia is the second largest agribusiness company in Indonesia which was established in 1971. It started to register its business on the Indonesia Stock Exchange with the stock code JPFA in Jakarta and Surabaya. Starting from 1982, the Japfa Group has had a business focus on poultry until recent days. Continuing to expand its business, PT Japfa Comfeed Indonesia also conducted an IPO in Singapore in 2014. The company continues to expand its business from upstream to downstream related to poultry. With the additional investment proceeds from an IPO in Singapore in 2014, PT Japfa Comfeed Indonesia has also begun to expand into fish feed and cattle farming. The Strategy went well and now PT. Japfa Comfeed Indonesia posessed Greenfield as one of the top brands in Indonesia. Under the Greenfield brand, Japfa has exported dairy products. Notwithstanding, since the biggest sales contribution for this company is the poultry industry, when the demand for poultry is decelerating and the DOCs are oversupplied, and most of the raw material prices was increased, the cost of the good sold went high significantly. This condition is mostly because of the perpetration of Large-Scale Social Restrictions due to COVID-19. Along with the core business of PT. Japfa Comfeed Indonesia, this journal's limitation is only for Poultry Industry in Indonesia
This journal will bandy PT Japfa Comfeed Indonesia's resilience to potential bankruptcy using the Altman Z-Score method and dissect data that has been published on its website in the period 2018 up to 2022.

Keywords: Poultry, Japfa Comfeed, Altman Z-Scores, Diversification..

INTRODUCTION

The Organization for Economic Co-operation and Development released data on global consumption of poultry meat. Grounded on the these data (**Table**-1) , consumption of poultry meat in Indonesia was still below Thailand, Philippines, Vietnam, and Malaysia. As a nation with the largest Muslim population in the world, Indonesia still one of the lowest poultry meat consumption per capita (Setjoadi, 2018).

Table-1: Global Meat Consumption 2009-2021



Source: OECD-FAO Agricultural Outlook (Edition 2021)

Indonesia as a country with the fourth largest population in the world clearly needs a food supply that is in line with its population. and to maintain the price stability of the consumption materials of its people, Indonesia needs to have manufactures that can meet these needs eventhough Indonesia's chicken meat consumption still below the In the attached table, we can see a figure of the per capita consumption needs for several basic commodities of the Indonesian people every week.

Table-2**:** Average per capita consumption per week of several types of food that are widely consumed by 2021 and 2022.

Jenis Komoditas Bahan Makanan *Food Items Commodity*	Satuan *Unit of Quantity*	2021	2022
(1)	(2)	(3)	(4)
1. Beras/*Rice*	Kg	1,56	1,55
2. Tepung Terigu/*Wheat Flour*	Kg	0,05	0,05
3. Ketela pohon (singkong)/*Cassava*	Kg	0,12	0,11
4. Ikan dan udang segar/*Fresh fish and shrimp*	Kg	0,35	0,37
5. Ikan dan udang diawetkan/*Preserved fish and shrimp*	Ons/0,1 Kg	0,42	0,42
6. Daging sapi/*Beef*	Kg	0,01	0,01
7. Daging ayam ras/kampung *Broiler/local chicken meat*	Kg	0,14	0,15
8. Telur ayam ras/kampung *Chicken egg*	Butir/*Unit*	2,28	2,34
9. Susu kental manis *Sweeted condensed milk*	397 gr	0,07	0,07
10. Bayam/*Spinach*	Kg	0,06	0,07
11. Pisang/*Banana*	Kg	0,17	0,17
12. Bawang merah/*Shallot*	Ons/0,1 Kg	0,56	0,58
13. Bawang putih/*Garlic*	Ons/0,1 Kg	0,36	0,39
14. Cabai merah/*Chilli*	Kg	0,03	0,04
15. Cabai rawit/*Cayenne pepper*	Kg	0,04	0,04
16. Tahu/*Tofu*	Kg	0,16	0,15
17. Tempe/*Tempeh*	Kg	0,15	0,14
18. Minyak kelapa/goreng *Coconut oil/frying oil*	Liter/*Litre*	0,25	0,24
19. Kelapa/*Coconut*	Butir/*Unit*	0,09	0,08
20. Gula pasir/*Sugar*	Ons/0,1 Kg	1,28	1,21

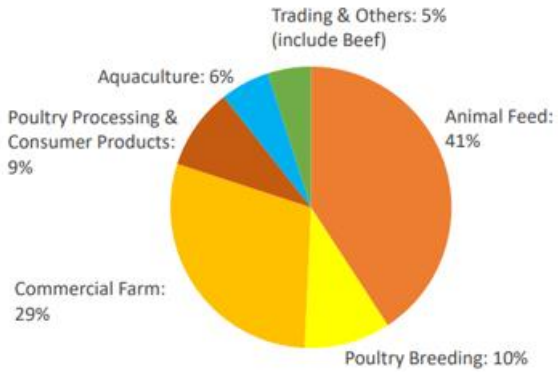
https://www.bps.go.id

Source: BPS-Statistics Indonesia, National Socioeconomic Survey March 2021 and March 2022

COVID- 19 is a worldwide health issue that began on December 31, 2019, in Wuhan, Hubei Province, China. COVID- 19 was declared a public health exigency of transnational concern by the World Health Organization on January 30, 2020(World Health Organization, 2020). As a result of the exigency, each country has established its counterblockade policy and regulation, performing in a reduction in population mobility(FT Visual & Data Journalism Team, 2021). These regulations, as well as a shaft in COVID- 19 cases have hampered and placed pressure on global profitable growth since numerous companies and businesses have seen a drop in earnings and profit, significantly reducing people's copping power.

PT. Japfa Comfeed Indonesia, which has been established for more than 50 years in Indonesia, has a complete and comprehensive integrated service concept in almost all of its industrial lines. One of them is the poultry meat industry which is also the biggest business contributor today as seen on **Table-3.** In 2021, with the decline in copping power of society as a whole due to the covid-19 pandemic, in addition companies passing other challenges with availability and price increases in most of raw materials, especially soybean and corn, but at the end of the year, the company can record sales that are higher than in 2020 (Public Expose 2022)

Table-3: FY Sales Contribution per Business Segment. Poultry 89% of Total Business.



Source: Japfa Comfeed Indonesia Website. Author Analysis 2023.

1. LITERATURE REVIEW

1.1 Financial Ratio

A financial ratio is a metric for assessing a company's overall financial health. It also provides information on the company's financial accomplishments, which may be used in future financial planning. Liquidity rates, profitability rates, efficiency rates, solvency ratios, content ratios, and market value ratios are the six types of financial ratios. (Daryanto, 2021). The Financial Report in the annual report of PT. Japfa Comfeed Indonesia is the source of data of this study in the period of 2018-2022.

1.2 Financial Distress

According to Sehgal et al. (2021), a corporation is considered to be in financial distress if it exhibits at least one of the following symptoms:

1.Losses passed for a consecutive two years at the company.

2.The value of the company's equity is negative.

3.The DER rate of this company is more than one.

1.3 Bankruptcy

Bankruptcy of a company can be caused by various things, one of which is the continuous increase in production costs. Indicators of Bankruptcy based on Harnanto (2000) in the research of Nurul Mukhlisah (2011):

1. Decrease in sales volume due to changes in tastes or consumer demand.
2. Increase in production costs.
3. The level of competition is getting tighter.
4. Failure to expand.
5. Ineffectiveness in carrying out the function of collecting receivables.
6. Lack of support or banking facilities (credit).
7. The high level of dependence on receivables.

A company that relies on debt in dealing with activities
operations and operating activities, will be in a critical condition, because if at one point the company experiences a decrease in operating results
then the company will get into trouble inside
complete their obligations.

1.4 Altman Z-Score Method

This Z-Score analysis has been used in many countries, including America, Japan, Australia, Canada and France since 1968. However, the Z-score is not used for financial service companies or financial institutions, both private and government. This is because there is a tendency for quite large differences between the balance sheets of one financial institution and those of other financial institutions (Binus 2015).

The discriminant equation is as follows:

$$\mathbf{Z = 1{,}2X1 + 1{,}4X2 + 3{,}3X3 + 0{,}6X4 + 1{,}0X5}$$

With :

X1 = Working Capital/Total Assets Ratio
X2 = Retained Earnings/Total Assets
X3 = Earnings Before Interest and Tax/Total Assets
X4 = Market Value of Equity/Book Value of Total Liabilities
X5 = Sales/Total Assets

2. METHODOLOGY

This research will using Altman Z-Score as the method as follow:

Working Capital/Total Assets Ratio (X1)

This figure will shown that the company is liquid or not, the figure will be based on their current asset deducted by their liabilities and divided by total assets. Equation as follow :

Table-4: X1 Working Capital/Total Asset Ratio

$$X1 = \frac{\text{Net Working Capital (Current Assets - Current Liabilities)}}{\text{Total Assets}}$$

Source: Altman (1968), processed by Authors 2023.

Retained Earnings/Total Assets (X2)

This figure shows the company's ability to operate on its own resources, if the ratio of this figure is low, then the company must take other sources of funds from outside the company, for example with a company loan. Equation as follow:

Table-5: X2 Working Capital/Total Asset Ratio

$$X2 = \frac{\text{Retain Earnings}}{\text{Total Assets}}$$

Source: Altman (1968), processed by Authors 2023

Earning Before Interest and Tax to Total Asset (X3)

This figure will show how well the company can manage its assets. The higher the ratio means the company is able to optimally utilize its assets to generate profits. The Equation as follow:

Table-6: X3 EBIT/Total Assets

$$X3 = \frac{EBIT}{Total\ Assets}$$

Source: Altman (1968), processed by Authors 2023

Market Value of Equity to Total Liabilities (X4)

This figure will provide a ratio that will give you an idea of the equity held by the market divided by the assets held by the company. The higher the ratio, the less the company relies on debt. The equation as follow:

Table-7: X4 Market Value of Equity/Book Value of Debt

$$X4 = \frac{Market\ Value\ of\ Equity}{Book\ Value\ of\ Debt}$$

Source: Altman (1968), processed by Authors 2023

Sales to Total Assets (X5)

This figure is to see the asset turnover ratio, where Altman makes this calculation to see the company's ability to face competition in the market. the higher the resulting ratio the better the company's resilience in the market. The Equation as follow:

Table-8: X5 Sales/Total Asset

$$X5 = \frac{Sales}{Total\ Asset}$$

Source: Altman (1968), processed by Authors 2023

From the figures above, we can draw conclusions according to the classification of bankruptcy determination made by Altman as follows:

Z Score >3.0	Safe Zone
2.70 ≤ Z Score < 2.99	Grey Zone, Need More Focus on selected fields
1.80 ≤ Z Score < 2.70	Grey Zone, there is possibility company will have financial distress in the next 2 years
Z Score < 1.80	Distress Zone, there is possibility the company will experiencing bankcruptcy

Source: Altman, 1968, processed by Authors, 2023.

RESULT AND DISCUSSION

The following is the financial data presented from the financial statements of PT. Japfa Comfeed Indonesia for the period 2018 to 2022. This research will using Annual Report data which will be a quantitative data from 2018 untill 2022 to see and predict possibility of bankruptcy of PT. Japfa Comfeed Indonesia while the company facing one of the indicator of bankruptcy, Increase in production cost. And the method that will be used in this study is the Altman Z-Score method as follow:

Table-9: Japfa Comfeed Operational Variables 2018-2022.

Description	Year				
	2018	2019	2020	2021	2022
Net Working Capital	5,645	5,131	5,737	7,097	7,589
Total Assets	24,827	26,651	25,952	28,590	32,691
Retain Earnings	6,109	7,267	7,770	9,429	10,231
Earning Before Interests and Taxes	2,918	2,494	1,679	2,794	1,955
Market Value of Equity	10,766	11,897	11,412	13,103	13,655
Book Value of Total Liabilities	14,062	14,754	14,540	15,487	19,036
Sales	36,971	39,626	37,695	45,726	49,905

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

The data above will be the core data for Altman Z-Score calculation method, which consist of X1 to X5 indicators of the formula. The data shown that some of the figures are not stable from year to year such as "Earning Before Interest and Tax" data that can be decreasing 33% in 2020 compare to 2019 and spike up 66% in 2021 compare to 2020. Let's breakdown the Altman Z-Score one by one.

1. **Working Capital to Total Asset (X1)**
   The ratio shown below that the X1 ratio in the era of Pandemi (2020-2022) in average still above 2018-2019. So the company in this figure showing a good progress. And have less depending to the loan.

Table-10: Working Capital to Total Assets 2018-2022

Working Capital to Total Assets (Billion IDR)			
Financial Year	Net Working Capital	Total Assets	Ratio (X1)
2018	5,645	24,827	0.227
2019	5,131	26,651	0.193
2020	5,737	25,952	0.221
2021	7,097	28,590	0.248
2022	7,589	32,691	0.232

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

2. **Retain Earnings to Total Assets (X2)**
   As shown in the table below, the ratio of the X2 indicator year on year always increases. this shows that the company is increasingly able to optimize its assets.

Table-11: Retain Earnings to Total Assets 2018-2022

Retain Earnings to Total Assets (Billion IDR)			
Financial Year	Retain Earnings	Total Assets	Ratio (X2)
2018	6,109	24,827	0.246
2019	7,267	26,651	0.273
2020	7,770	25,952	0.299
2021	9,429	28,590	0.330
2022	10,231	32,691	0.313

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

3. **Earning Before Interest and Tax to Total Assets (X3)**
The calculation of this third indicator shows an unfavorable trend, but there is an anomaly in 2021 while in 2022, the X3 indicator ratio worsens even when compared to the 2020 ratio.

Table-12: Earning Before Interest and Tax to Total Assets 2018-2022

Earning Before Interest and Tax to Total Assets (Billion IDR)			
Financial Year	EBIT	Total Assets	Ratio (X3)
2018	2,918	24,827	0.118
2019	2,494	26,651	0.094
2020	1,679	25,952	0.065
2021	2,794	28,590	0.098
2022	1,955	32,691	0.060

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

4. **Market Value of Equity to Total Liabilities (X4)**
This X4 figure highlights the company's market value, and the figures shown in the table below are the lowest in the past 5 years.

Table-13: Market Value of Equity to Book Value of Total Liabilities 2018-2022

Market Value of Equity to Book Value of Total Liabilities (Billion IDR)			
Financial Year	Market Value of Equity	Total Liabilities	Ratio (X4)
2018	10,766	14,062	0.766
2019	11,897	14,754	0.806
2020	11,412	14,540	0.785
2021	13,103	15,487	0.846
2022	13,655	19,036	0.717

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

5. **Sales to Total Assets (X5)**
This last indicator shows that the company's resilience to competitors is still quite strong, judging by the higher average during the pandemic (2020-2022) compared to before the pandemic.

Table-14: Sales to Total Assets 2018-2022

Sales to Total Assets (Billion IDR)			
Financial Year	Sales	Total Assets	Ratio (X5)
2018	36,971	24,827	1.489
2019	39,626	26,651	1.487
2020	37,695	25,952	1.453
2021	45,726	28,590	1.599
2022	49,905	32,691	1.527

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

In calculations using the altman method, it turns out that the ratio of numbers in 2022 is the worst in the last 5 years. Including for 2 years before the pandemic (2018-2019). If we look at the classification using the Altman Z-Score method, where the number of companies in 2022 is 2,871, then the company is likely to face financial distress in the next 2 years.

Table-15: Summary of Altman Z-Score Calculation, period of 2018-2022.

Summary of Altman Z Score Calculation							
No	**Description**	**Coefficient**	**Financial Year**				
			2018	**2019**	**2020**	**2021**	**2022**
1	X1	1.2	0.273	0.231	0.265	0.298	0.279
2	X2	1.4	0.344	0.382	0.419	0.462	0.438
3	X3	3.3	0.388	0.309	0.214	0.322	0.197
4	X4	0.6	0.459	0.484	0.471	0.508	0.430
5	X5	1.0	1.489	1.487	1.453	1.599	1.527
6	**Z Score**		**2.954**	**2.892**	**2.821**	**3.189**	**2.871**
7	**Zone**		**Grey**	**Grey**	**Grey**	**Safe**	**Grey**

Source: PT. Japfa Comfeed Indoesia's yearly report. Processed by Authors, 2023

CONCLUSION, RECOMENDATION AND LIMITATIONS

1. Conclusion

This research is done to assess finacial difficulties to PT. Japfa Comfeed Indonesia

a. The result of X1 rate, showing that in 2022, the company has increased liquidity compared to the pre-pandemic period. This means that the company's dependence on debt is decreasing.

b. The same as the liquidity rate above, this internal capital rate (X2) also shows very good progress, which needs to be highlighted, the ratio at the time of the pandemic also still showed positive growth.

c. This X3 figure shows the trend of the company's unfavorable profitability in the past 5 years. It must be considered what causes the increase in company profitability in 2021.

d. In this fourth indicator, the ratio for 2022 is the worst number in the last 5 years, down 15% from 2021.

e. Seeing the sales figures on the x5 indicator that are growing consistently, the company in this case is able to compete well with its competitors.

f. Financial check on bankruptcy based on the Altman Z-Score method at PT Japfa Comfeed Indonesia in the period 2018 - 2022 produces an average score of 2,946. Based on classification, this figure is included in the gray zone with a note that more focus is needed on several indicators.

g. The Altman Z-Score for 2022 is 2,871 where this figure is included in the gray zone classification with a note that there is a possibility of financial distress in the next 2 years.

2. Recommendation

PT. Japfa Comfeed Indonesia looks capable of surviving during the pandemic and even able to get sales figures that have consistent growth, but in terms of EBIT and market value the ratio needs to be considered whether a change in strategy is needed to increase the company's profitability in the future

3. Limitation

Thıs research will only focus to the data for poultry industry as the core industry of PT. Japfa Comfeed Indonesia. And not include company action such as company acquisition or sale of shares

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Do Gender Diversity and Audit Committee Size have Impact on Tax Avoidance in The Energy Sector?

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ABSTRACT

This study aims to find the impact of gender diversity in board of directors, gender diversity in board of commissioners, and audit committee size on tax evasion as measured using the company's ETR (Effective Tax Ratio) with the nominal tax expense divided by earning before tax. Control variable using company size with Ln value of total assets. This research used energy sector companies listed in Indonesia Stock Exchange (IDX) for period of 2014-2021 with a total of 176 that have met the criteria. This research used a purposive sampling method. The analysis technique uses multiple linear regression due to 3 hypotheses being tested. The results of this study show that gender diversity in board of directors, gender diversity in board of commissioners, and audit committee size have no significant effect on tax evasion. Firm size as a control variable has a significant effect on tax evasion, which is the larger the company size, the higher the level of tax compliance.
Keywords: Tax Avoidance. Board of Directors, Board of Commissioners, Audit Committee, Gender Diversity

INTRODUCTION

Up to this point, taxes are still the largest source of state revenue in Indonesia. This statement is in accordance with Chapter 4 paragraph (1) of UU Number 28 of 2007 about General Provisions and Tax Procedures, which defines that taxes are coercive contributions for the state from individuals or entities. The Indonesian tax system adheres to a self-assessment system which indicates that individuals and entities are entrusted with calculating taxes and reporting them independently. This independent reporting creates loopholes that are used by taxpayers to perform tax avoidance (Kusuma Wardani & Nurhayati, 2019).

In 2014 it was found that the ratio of tax revenue was 9.4% of all state revenue which then decreased 0.2% in 2015 and became 9.2%. It continued in the next year, the ratio of state revenue from taxes in 2016 was only 9% and fell again in 2017 to 8.5%. In 2018 there was a slight increase to 8.8% with a realized value of IDR 1,315.9 trillion from the target of IDR 1,424 trillion, but it cannot be denied that the decrease occurred again in 2019 to 8.4% and even more lower compared to 2017. In 2020, the pandemic began to enter Indonesia and gave a hard blow to the economy turnover so that the tax ratio also decreased to 6.9% (Sembiring, 2021). There are several factors that cause a decrease in the ratio of state tax revenues and one of them is the practice of tax avoidance. One of the tasks of top management is to get the highest possible profit to satisfy shareholders. Therefore, the implementation of tax avoidance in companies is influenced by decisions from top management. The difference in interests between the state and companies is clearly visible in the payment of taxes. This is the evidences of the declining in the ratio of state revenue from taxes since 2014.

Tax avoidance practices can be minimized if the company has a good corporate governance. The existence of good corporate governance could keep companies from reducing tax values in a legal way so that they are not included in tax evasion (Putri & Lawita, 2020). Not only the application of GCG, good supervision also needeed to be carried out. According to the Indonesian Audit Committee Association, the main task of the audit committee is to assist the board of commissioners to supervise the internal control system, financial reports, and the effectiveness of the internal audit function. In forming the audit committee, approval from the board of commissioners is needed to appoint and dismiss. Therefor it can be concluded that Good Corporate Governance consists of an audit committee, board of directors, and board of commissioners.

Data from the BPS (Badan Pusat Statistik) shows that in 2017 there were around 115 thousand female workers in the energy sector, while there were 1.28 million male workers. The difference in the numbers is because the energy sector is often symbolized as masculinity, so women are considered to be vulnerable and often receive unfair treatment (Kirnandita, 2021). Based on the research by Hudha & Cahyo Utomo (2021) it was found that the size of the board of directors has no significant effect, but gender diversity on the board of directors has a significant effect on tax avoidance. The presence of a female board of directors is considered capable of reducing tax avoidance practices because women have a tendency to avoid risk. It is different from the research of Mala & Ardianto (2021) which stated that gender diversity has no significant effect on tax avoidance. The selection of the board of directors is not based on

gender but on professionalism. Both genders on the board of directors have the same duties and responsibilities, so there is no difference between male and female board of directors.

This research was conducted at companies in the energy sector and used data from the boards of directors, boards of commissioners, and audit committees. The urgency of selecting energy sector companies is that they have made a major contribution to the Indonesian economy (Pratiwi et al., 2020). The upcoming urgency is that tax avoidance practices still occur in Indonesia due to less stringent supervision and many gray areas (Yuliawati, 2019). Therefore the focus of this study is to examine the effect of gender diversity on the board of directors, board of commissioners, and audit committee size on tax avoidance in energy sector companies listed on the Indonesia Stock Exchange.

1. LITERATURE REVIEW

1.1 Agency Theory

Agency theory according to Jensen & Meckling (1976) is an agency contract relationship involving principals (owners) and agents (other people) to run a business. The agent who has obtained the authority from the principal to make decisions can act according to their personal interests. Agency conflicts occur because of differences in interests between principals and agents. The principle wants maximum profits in order to get high returns, but to maximize the profits, certainly, the risks that would be taken are also higher. Therefore, agents choose to make decisions with a low level of risk so that their position in the company remains secure (Ratu & Hermanto, 2020). The problems in agency theory can be reduced by implementing a good corporate governance.

1.2 Good Corporate Governance

A company requires corporate governance to carry out its operational activities. Corporate governance itself is a system used by companies to ensure that company managers' run well and do not violate the law and the rights of shareholders (Purbowati, 2021). This system requires a high supervision in order to run well and can be called as a good corporate governance. Executing the supervision function of good corporate governance consists of board of directors, board of commissioners and audit committee.

1.3 Gender Diversity

Gender diversity proportion is used by the companies to view information and problems from various perspectives. According to Robinson & Dechant (1997), the existence of gender diversity can provide new innovation and creativity for companies. The combination of men and women on the board of directors and the board of commissioners is also necessary because the two genders have different tendencies. Women have a tendency to avoid risks compared to men, so a comparison of the right amount can create good synergy. (Winasis & Yuyetta, 2017)

1.4 Tax Avoidance

Tax avoidance is a practice that performed by taxpayers to reduce the nominal tax paid (Falbo & Firmansyah, 2021). The company's goal from implementing tax avoidance is to reduce

the tax expense that can impact on company profits. Reducing the tax expense can display a higher nominal on company's profit, so that its performance would get better results. The application of tax avoidance is carried out by taking advantage of loopholes in tax regulations (Putri Maidina & Nurlaela Wati, 2020).

1.5 Hypothesis Development

The previous studies have seen the different tendency between men and women on the board of directors in making a decision. Mala & Ardianto (2021) found that gender on the board of directors had no significant effect. The results of this study were also supported by the statement that board of directors was chosen not only based on gender but also in their quality and knowledge. In contrast to the research conducted by Ambarsari et al. (2020) and Sandra (2022) that the presence of women on the board of directors can reduce the company's level of tax avoidance. This is because women have a higher level of tax compliance, according to their characteristics. Agency theory also contributes to gender diversity, because male boards of directors who are more of a risk-takers aTherefore, the appropriate gender combination reduces the percentage of tax avoidance, so that the development of the hypothesis is obtained:
H1 : Gender diversity in board of directors has a significant positive impact on tax avoidance.

The Board of Commissioners is responsible for overseeing the operational activities of the company. According to Melissa & Itan (2022), male members of the Board of Commissioners have more dominant characteristics, while women are more sensitive to their surroundings. The dominant nature of men can lead to differences in interests, as explained in the agency theory. Research results show that gender diversity has a significant impact on tax avoidance, with a negative relationship. This is supported by research conducted by Hudha & Cahyo Utomo (2021) and Jarboui et al. (2020), who claim that an increase in the number of women on the Board of Commissioners leads to a decrease in tax avoidance. Therefore, the following hypothesis is formulated:
H2 : Gender diversity on the Board of Commissioners has a significant negative impact on tax avoidance.

The Audit Committee is a mandatory requirement for companies. This statement is regulated in Peraturan Otoritas Jasa Keuangan number 55 chapter 2, stating that issuers or public companies are required to have an Audit Committee. Furthermore, chapter 4 states that the minimum number of members in the Audit Committee should be 3 (three) individuals who are independent commissioners and external parties to the company. The presence of an Audit Committee can also reduce agency theory practices. Through research conducted by Dang & Nguyen (2022), it was found that the number of Audit Committee members can reduce tax avoidance. However, having too many Audit Committee members can decrease performance efficiency due to more complex decision-making processes. The same results were also found by Fauzan et al. (2019) and (Agustina & Aris, 2017), which stated that the number of Audit Committee members can provide better oversight, leading to a reduction in tax avoidance practices. Therefore, the following hypothesis is formulated:
H3: The size of the Audit Committee has a significant positive impact on tax avoidance

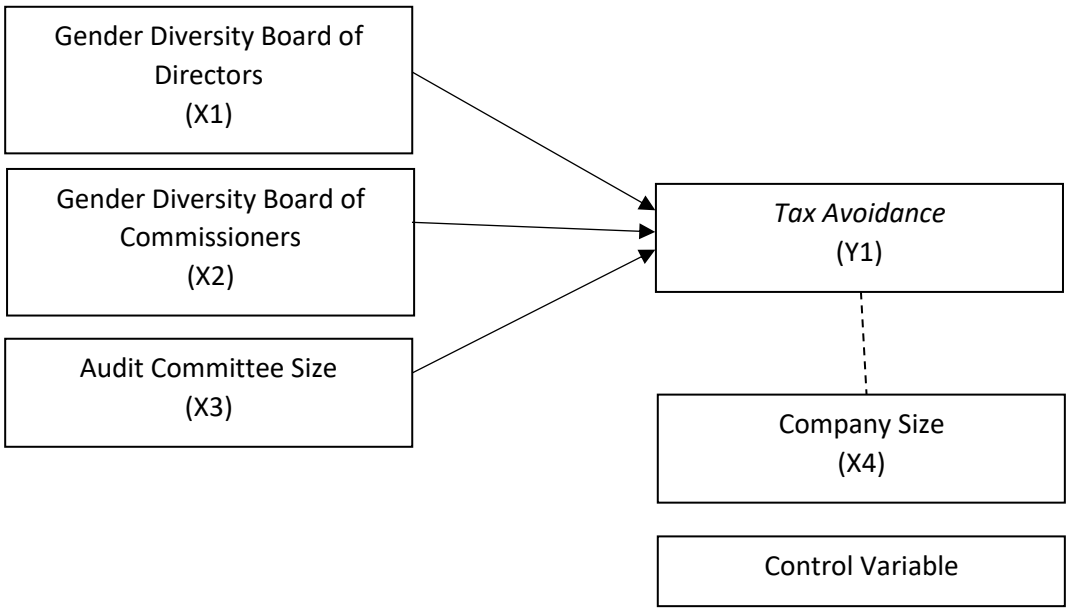

Figure 1. Conceptual Framework

Source: Processed Data (2023)

2. RESEARCH METHODS

This study uses a quantitative method to gather empirical evidence by conducting hypothesis testing. The independent variables of the study are gender diversity in the board of directors (X1), gender diversity in the board of commissioners (X2), and the size of the audit committee (X3). The dependent variable used is tax avoidance (Y1). The data for the study are secondary data obtained from companies in the energy sector listed on the Indonesia Stock Exchange from the period 2014-2021. The method used for analysis is multiple linear regression.

The population for this study consists of companies in the energy sector listed on the Indonesia Stock Exchange. A total of 39 companies in the energy sector were selected as the population. Data from 312 companies were collected for the period 2014-2021, which constituted the population. The data analysis technique used is multiple linear regression. The study was conducted using purposive sampling technique, resulting in a sample of 28 companies in the energy sector. Therefore, the total number of data managed in the study is 176. The sample size was determined based on three criteria: companies in the energy sector listed on the Indonesia Stock Exchange from 2014-2021, classified under the main board, and released annual reports and financial statements during the period 2014-2021.

The type of data used in this study is quantitative data obtained from secondary sources, specifically annual reports and financial statements of companies in the energy sector (Sugiyono, 2018). There are three types of scales used in the research, namely nominal scale, ratio scale, and ordinal scale. The nominal scale is used for the variables gender diversity in the board of directors (X1) and gender diversity in the board of commissioners (X2), while the ratio scale is used for the variable tax avoidance (Y1). Additionally, the ordinal scale is used for the variable size of the audit committee (X3) and the size of the company.

The variables in the study consist of independent variables, dependent variables, and a control variable, which is the size of the company. The independent variables used are within the scope of good corporate governance. The first variable is gender diversity in the board of directors (X1), which is obtained from the company's annual reports by calculating the number of male and female directors. A dummy variable is applied to examine companies with female directors compared to those without. Companies with female directors are assigned a value of 1, while companies without female directors are assigned a value of 0 (Kramer et al., 2006).

The second variable is gender diversity in the board of commissioners (X2), which is derived from the company's annual reports, which indicate the members of the board of commissioners, both internal and external. A dummy variable is applied to examine companies with female commissioners compared to those without. Companies with female commissioners are assigned a value of 1, while companies without female commissioners are assigned a value of 0 (Kramer et al., 2006).

The third variable is the size of the audit committee (X3), which is determined based on the total number of audit committee members, as stated in the company's annual reports. According to the regulations of the Otoritas Jasa Keuangan, the minimum number of audit committee members is 3 (three) individuals.

The dependent variable is tax avoidance . Tax avoidance is measured using the Effective Tax Ratio (ETR) formula, which compares the tax expense with the pre-tax income (Azzahra et al., 2022). The control variable used is the size of the company, which is obtained from the total assets owned. The inclusion of a control variable aims to provide more comprehensive and measurable empirical evidence. The size of the company is measured using the natural logarithm (Ln) multiplied by the total assets (Asnawi & Wijaya, 2005). Multiple regression analysis is used because the study involves more than one independent variable, namely gender diversity in the board of directors (X1), gender diversity in the board of commissioners (X2), and the size of the audit committee (X3). The equation for the multiple regression analysis model is as follows:

ETR = α - ß1DWOMAN + ß2CWOMAN + ß3ACS + ß4SIZE + e

Keterangan :

ETR = *Tax Avoidance*
α = Konstanta
ß = Koefisien variabel independen
ACS = *Audit Comittee Size*
SIZE = *Company Size*
E = *Error*

3. RESULTS AND DICUSSIONS

Table-1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Direksi	176	0	1	0.35	0.477
Komisaris	176	0	1	0.19	0.391

Komite Audit	176	3	4	3.15	0.356
ETR	176	0	0	0.12	0.093
Company Size	176	26	32	29.52	1.276
Valid N (listwise)	176				

Source: Processed Data (2023)

The descriptive statistics table provides information about the sample size, minimum-maximum values, mean, and standard deviation of the research variables. This study uses the variables of gender in the board of directors, gender in the board of commissioners, and the number of audit committee members as independent variables. The dependent variable used is tax avoidance, which is calculated using the effective tax ratio (ETR). The last variable is the size of the company, which serves as a control variable.

The test results show a sample size of 176, obtained from the years 2014 to 2021 in energy sector companies based on the sample selection criteria. The independent variable of gender in the board of directors has a minimum value of 0 and a maximum value of 1. The mean value is 0.35, which can be interpreted as 35% of energy sector companies having women on their boards of directors, while 65% of companies do not have gender diversity.

The independent variable of gender in the board of commissioners has the same minimum and maximum values as the board of directors. The similarity in these values is due to the dummy variable method used by the researcher. The mean value is 0.19, indicating that 19% of energy sector companies have women in their board of commissioners, while the remaining companies do not include female commissioners in their board composition.

The independent variable of the size of the audit committee has a minimum value of 3 and a maximum value of 4. The minimum value of 3 aligns with the regulation set by the OJK. The mean value of the variable is 3.15, indicating that 85% of energy sector companies have the same size of the audit committee, which consists of 3 members (the minimum number required). The dependent variable, tax avoidance, is approximated using the effective tax ratio (ETR). The mean value of the variable is 0.12, with a standard deviation of 0.093.

Table-2: Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		176
Normal Parameters[a,b]	Mean	0.0000000
	Std. Deviation	0.08694956
Most Extreme Differences	Absolute	0.056
	Positive	0.056
	Negative	-0.043
Test Statistic		0.056

Asymp. Sig. (2-tailed)[c]				0.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.			0.183
	99% Interval	Confidence	Lower Bound	0.173
			Upper Bound	0.193

Source: Processed Data (2023)

The normality test was conducted using the Kolmogorov-Smirnov Test, with a significance level of α = 0.05 (5%). If the significance value is greater than α, which is 0.05 in this case, it indicates that the residuals are normally distributed. The results of the normality test show a significance value of 0.183, which is greater than the alpha value of 0.05. Therefore, the normality assumption is fulfilled.

Table-3: Multicollinearity Test

Coefficients[a]

Variabel	VIF
Direksi	1.017
Komisaris	1.087
Komite Audit	1.043
Company Size	1.120

Source: Processed Data (2023)

The test for multicollinearity examines the correlation among variables in the regression model. VIF values between 0.1 and 10 indicate the absence of multicollinearity. In the table, the variables of the board of directors, board of commissioners, audit committee, and company size have VIF values above 0.1 and below 10. Therefore, it can be concluded that all variables in the study do not exhibit multicollinearity.

Table-4: Heteroscedasticity Test

Coefficients[a]

Variabel	Sig.
Direksi	0.964
Komisaris	0.214
Komite Audit	0.522
Company Size	0.154

Source: Processed Data (2023)

The heteroscedasticity test examines the inequality of variance in the regression model. If the significance value is greater than α = 0.05 (5%), it indicates that there is no heteroscedasticity in the regression model. In the table, all variables have significance values greater than 0.05, which means that there is no heteroscedasticity present in any of the research variables.

Table-5: F-Test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.206	4	0.052	6.658	<0.001[b]
	Residual	1.323	171	0.008		
	Total	1.529	175			

Source: Processed Data (2023)

The F-test evaluates the overall fitness of the regression model in the study. If the significance value is smaller than α = 0.05 (5%), it indicates that the regression model is suitable for use. In the table above, the significance value is 0.001, which is smaller than the alpha value of 0.05. Therefore, the regression model is deemed suitable for testing.

Table-6: t-Test

Coefficients[a]

Variabel	Sig.
Direksi	0.271
Komisaris	0.740
Komite Audit	0.681
Company Size	<0.001

Source: Processed Data (2023)

The first hypothesis states that gender diversity in the board of directors has a significant positive impact on tax avoidance. Based on the t-test table, the results show that the significance value is 0.271, which is greater than 0.05. This indicates that the first hypothesis is rejected. The research findings suggest that the significance value of the variable is higher than 0.05, indicating that gender diversity in the board of directors does not have a significant impact on tax avoidance. It can be concluded that the presence or absence of women in the board of directors in the energy sector companies does not have an influence on preventing tax avoidance. A study by (Yustin & Effendi, 2021) also found that gender diversity in the board of directors does not have a significant impact on tax avoidance.

Each board of directors possesses equal competencies regardless of gender. The primary consideration in selecting board members is their performance quality, so the appointment of women directors in a company is not solely based on gender but rather on their capabilities. The abilities of the board of directors can also help mitigate conflicts of interest (agency theory). Supported by statements made by (Mala & Ardianto, 2021), serving as a board member requires professionalism and responsibility. Therefore, the prevention of tax avoidance cannot be directly linked to gender diversity.

The second hypothesis states that gender diversity on the board of commissioners has a significant negative effect on tax avoidance. The test results yielded a significance value of 0.740 > 0.05, leading to the rejection of the second hypothesis. The research findings did not support the second hypothesis (H2). It was found that gender diversity on the board of commissioners does not have a significant influence on tax avoidance practices. One possible reason can be observed from the average percentage of women commissioners, which stands at 19%. This percentage indicates that the energy companies studied still have room for improvement in terms of gender equality, thus resulting in insignificant research findings.

The role of the board of commissioners is to provide oversight and advice to the board of directors. In agency theory, conflicts of interest can occur when the oversight provided by

the commissioners is not stringent enough. Therefore, repetitive advice from both male and female commissioners is necessary. When examining the non-significant results, it can be concluded that advice from both genders has an equal impact. Ultimately, focusing solely on women commissioners is considered to have no influence on the decisions of the board of directors to reduce tax avoidance (Wardani Herlanda et al., 2021). This aligns with the research by Demos & Muid (2020), which found that the presence of women commissioners does not guarantee a high level of oversight in tax avoidance.

The third hypothesis states that the size of the audit committee has a significant positive effect on tax avoidance. The test results yielded a significance value of 0.681 > 0.05, indicating that the third hypothesis is rejected. This means that the size of the audit committee does not have a significant influence on tax avoidance. The third hypothesis (H3) proposed in the study does not align with the research findings as it does not provide a significant impact. The audit committee size in the research sample ranged from a minimum of 3 to a maximum of 4, with a standard deviation of 0.356. This indicates that the distribution of data on audit committee size in energy sector companies is relatively narrow and tends to have a similar number of committee members. Therefore, the research findings suggest that the size of the audit committee does not have a significant effect on tax avoidance.

The task of the audit committee, according to the Otoritas Jasa Keuangan, is to assist the board of commissioners in supervision and ensure the effectiveness of internal control systems, internal auditors, and external auditors. With two layers of oversight, agency theory regarding conflicting interests can be minimized. The oversight performed by the audit committee can reduce differences in priorities but cannot reduce tax avoidance practices. This statement is in line with the research conducted by Hapsari Ardianti (2019), which states that the number of audit committee members cannot determine tax avoidance practices. Follow-up actions based on the audit committee's reports need to be reviewed to prevent tax avoidance. Therefore, the size of the audit committee cannot provide a significant influence on tax avoidance. The control variable in the study yielded a significance value of 0.001 < 0.05, indicating that company size has an impact on tax avoidance. The positive direction of the relationship indicates that as the company size increases, the level of compliance with tax payment also increases. To further examine these results, the researcher proceeded with a comparative analysis to determine if there are differences between the compositions of boards of directors and commissioners with gender diversity and those without, or in other words, composed solely of men. The comparative analysis was applied to two variables: the board of directors and the board of commissioners.

Table-7: Independent Sample T-test

Group Statistics

	Direksi	N	Mean	Std. Deviation	Std. Error Mean
ETR	Tidak ada wanita	115	0.13	0.094	0.009
	Ada wanita	61	0.11	0.093	0.012

Source: Processed Data (2023)

The total sample size of the study was 176 companies. Out of the entire sample, 115 companies did not have female directors, while the remaining 61 companies had gender diversity in their board of directors composition.

Independent Samples Test

		Sig. (2-tailed)
ETR	Equal variances assumed	0.207
	Equal variances not assumed	0.206

Source: Processed Data (2023)

By using an independent samples test, a Sig. (2-tailed) value of 0.207 > 0.05 was obtained. Therefore, it can be concluded that there is no significant difference between companies with female directors and those without female directors.

Group Statistics

	Komisaris	N	Mean	Std. Deviation	Std. Error Mean
ETR	Tidak ada wanita	143	0.12	0.087	0.007
	Ada wanita	33	0.14	0.117	0.020

Source: Processed Data (2023)

The total sample of the study consists of 176 companies. Out of the entire sample, 143 companies do not have female directors, while the remaining 33 companies have gender diversity in their board of directors. The number mentioned is fewer than the number of directors. This implies that energy sector companies are more inclined towards gender diversity in the executive team responsible for running the company, while they prioritize male directors for the role of overseeing and decision-making as commissioners.

Independent Samples Test

		Sig. (2-tailed)
ETR	Equal variances assumed	0.292
	Equal variances not assumed	0.384

Source: Processed Data (2023)

By using the independent samples test, the obtained Sig. (2-tailed) value is 0.282 > 0.05. Therefore, it can be concluded that there is no significant difference between companies that have female commissioners and those that do not.

CONCLUSION

This study aims to examine the impact of gender diversity in boards of directors and commissioners, as well as the size of the audit committee, on tax avoidance in the energy sector companies. The study specifically focuses on energy sector companies because they are often associated with masculinity, which is typically associated with men (Kirnandita, 2021). The data used in this study consists of 176 samples listed on the Indonesia Stock Exchange (BEI) from 2014 to 2021, with the condition that they have published annual reports and financial statements throughout the research period. The results of the study indicate that gender diversity in boards of directors does not have a significant impact on tax avoidance, gender diversity in

commissioners does not have a significant impact on tax avoidance, and the size of the audit committee does not have a significant impact on tax avoidance.

The study has identified several limitations. First, the energy sector companies are predominantly male-dominated, as evidenced by the low percentage of gender diversity in boards of directors (35%) and commissioners (19%) across all energy companies. Therefore, the sample of companies with gender diversity is limited. Second, the tax avoidance assessment indicators rely solely on Effective Tax Rate (ETR) obtained from financial statements, without considering other variables beyond financial reports. Third, the study was conducted until the pandemic period in 2020 and 2021, during which there was a decline in tax values across all sectors. Given these limitations, future research could focus on sectors where boards of directors and commissioners have gender diversity above 50% to examine their effects. Additionally, it is recommended to consider variables beyond financial reports as measures of tax avoidance.

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Measuring Financial Performance of Semen Indonesia Amid Competition with Chinese Cement Producer

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ABSTRACT

The cement industry is an essential for a nation's economy development as this binder is a building material used for infrastructure and commercial buildings. However, despite the rise in domestic demand, several key players in the cement industry from abroad entered Indonesia to establish new plants to develop their market especially players from China, such as PT Conch Cement Indonesia and PT Hongshi. China players who have just entered the Indonesian market are doing penetration by slamming the market price about 40 percent below the local price. Meanwhile, local cement players are more concerned with ensuring long-term business sustainability. Therefore, it is very easy to attract customer to switch from local product to Chinese product. This condition forced local cement companies to slightly reduce their prices, as the result company ended up with slim margin. This study was conducted to analyze the company's financial performance using Return on Assets, Return on Equity, Asset Turnover, Debt Equity Ratios, Financial Leverage, Current ratios and also financial health using the Altman Z-Score method model using the annual report of PT Semen Indonesia during the periods of 2018 – 2022.
The results showed PT Semen Indonesia was in the financial healthy condition, with scores were as follows; 2018 was 3.88; 2019 was 2.51; 2020 was 2.50; 2021 was 2.74 and 2022 was 3.01. It seems PT Semen Indonesia has conduct risks regularly for considering internal and external conditions that may affect the company`s long term plans and achievement of company's goals and performances.

Keywords: Financial Health and Performance, Cement Competition in Indonesia, Altman Z-Score

1. INTRODUCTION

Cement industry is a strategic industry that every country needs. Cement is used to support infrastructure development and housing needs.

According to data from the United States Geological Survey (USGS), Indonesia's cement production from 2019 to 2022 domestic cement production is declined, inline with the decline in domestic cement demand. According to the Indonesian Cement Association (ASI), the reasons for the sluggish demand for cement is the delay of many infrastructure projects, especially under the COVID-19 pandemic. In addition, rising fuel prices (BBM) and higher production costs due to inflation dampened demand for cement.

Indonesia Cement Association (ASI) data shows that over half of the country's sales volumes (56%) were in Java, followed by Sumatra (22%), Sulawesi (8%), Kalimantan (also known as Indonesian Borneo, 6%), Bali-Nusa Tenggara (6%) and Maluku-Papua (2%)

Meanwhile, data from the National Bureau of Statistics of China (2022) shows that cement production capacity is predicted will reach 3.3 billion tons in 2021, while cement consumption will only be 2.3 billion tons. Due to the oversupply, China implement several strategies such as industry restructuring, business diversification and expansion into overseas markets.

China began to expand into Indonesia while China knew that from 2000 to 2012 cement industry in Indonesia able to obtain EBITDA margins of up to 40%. China aggressively entering the Indonesian market, such as Conch Cement, Jui Shin, Panasia, Haohan Cement, Cement Hippo or Sun Fook Cement, to Hongshi Holding Group. Anhui Conch Cement Company Limited, which is one of the largest cement companies in China, has a target production capacity of up to 25 million tons. As a result, in recent years, the cement industry in Indonesia has experienced an oversupply condition. This is due to the increase in cement production from these local and global producers. In 2022, cement production capacity in Indonesia will reach more than 110 million tons per year, while cement consumption will only reach 70 million tons per year.

Among Chinese cement player, a subsidiary of China's Anhui Conch become 4th largest producer following Holcim Indonesia. . The price-cutting strategy adopted was able to gain a significant market share in Indonesia.

Table 1. Price List Cement in Indonesia Year 2022

Indonesia Cement Price List in 2022

No	Cement Brand	Quantitiy	Price
1	SEMEN HOLCIM	40 kg	Rp 51.000
2	SEMEN SCG	40 kg	Rp 42.900
3	SEMEN TONASA	40 kg	Rp 45.000
4	SEMEN BOSOWA	40 kg	Rp 48.000
5	SEMEN PADANG	40 kg	Rp 50.000
6	SEMEN MERAH PUTIH	40 kg	Rp 42.700
7	SEMEN MERAH (SEMEN	40 kg	Rp 500.000/m3
8	SEMEN DYNAMIX	40 kg	Rp 44.500
9	SEMEN ANDALAS	40 kg	Rp 50.000
10	SEMEN TIGA RODA	50 kg	Rp 53.350
11	SEMEN CONCH	50 kg	Rp 49.500
12	SEMEN GRESIK	50 kg	Rp 51.700
13	SEMEN HOLCIM	50 kg	Rp 52.500
14	SEMEN SCG	50 kg	Rp 52.800
15	SEMEN TONASA	50 kg	Rp 55.000
16	SEMEN BOSOWA	50 kg	Rp 58.000
17	SEMEN PADANG	50 kg	Rp 60.000
18	SEMEN MERAH PUTIH	50 kg	Rp 52.700
19	SEMEN TIGA RODA	40 kg	Rp 42.300
20	SEMEN CONCH	40 kg	Rp 40.500
21	SEMEN GRESIK	40 kg	Rp 41.800

Source : Rumah.com 2023

As shown as table 1, Chinese cement sell price below local competitor. For example cement CONCH as biggest china cement in Indonesia sell IDR 40.500 for 40 Kg and IDR 49.500 for 50 Kg, meanwhile PT Cement Indonesia (SIG) sell IDR 41.800 for 40 Kg and IDR 51.700 for 50 Kg. Entering China cement player also give impact to cement market price in Indonesia, since china cement has been circulating, the price of local brand has gradually decreased which indicate PRICE WAR in the market.

In other hand, local cement company PT Cement Indonesia (SIG) still become the market leader in the domestic cement industry eventhough still experiencing oversupply. PT SIG still controls a market with a share around 50% on 2020.

PT Semen Indonesia (Persero) Tbk Operating Performance

1. **Capacity**

Table 2. Capacity Production vs Total Production (in thousand tons)

Operating Performance	2022	2021	2020	2019	2018
Total Production Capacity	56.450	52.600	52.600	52.600	37.800
Total Production	33.494	35.812	33.935	39.710	30.560

Source : Annual report of SIG 2019 - 2022

In 2022, PT Semen Indonesia (Persero) Tbk recorded cement production volume of 33.49 million tons, 6.5% decrease compared to the previous year.

2. **Sales**

On the sales side, compared to 2021, it has decreased as shown in the table 3.

Table 3. Cement Sales period 2018 – 2022

Operating Performance	2022	2021	2020	2019	2018
Domestic Sales	31.633	34.092	31.972	36.341	27.421
Regional Sales	5.288	8.317	7.720	6.271	5.750
Domestic Clinker Sls	-	-	157	668	213
Total Sales	36.921	42.409	39.849	43.280	33.384

Source : Annual report of SIG 2019 - 2022

In 2022, the decrease in sales volume is 12.9%, mainly contributed by a decrease in regional sales volume of 36.4% due to the limited availability of coal at DMO prices which prioritized to meet domestic cement needs. For this reason, adjustments were needed to fulfill export volumes. This condition was exacerbated by rising diesel prices and price wars with foreign cement producers who set up factories in Indonesia.

2. LITERATURE REVIEW

2.1 Financial Performance

The analysis of financial statement is a process of evaluating the relationship between component parts of financial statement to obtained a better understanding of the firm's position and Performance (Anthony, Hawkins, and Merchant 2011). Financial ratios are powerful tools used to quantify the risk factors before making any strategic decisions, including investment decisions, as it will provide useful information for investors with a more comprehensive

measure of performance (Arkan, 2016). The higher the financial performance could be reflected by higher the stock price in a stock market (Elliott & Schaub, 2006; Brealey et al., 2007; Tandelilin, 2010).
(Magaladevi, 2015) states that financial ratios are an appropriate evaluation method for measuring the financial performance of a company. (Tarawneh 2006), the financial ratio analysis (FRA) has been applied in Banking industry to examine, evaluate, and ranked based on their performance. To analyze the company's performance ratios usually use such as Return on Assets, Return on Equity, Asset Turnover, Debt Equity Ratios, Financial Leverage, and Current ratios.

1. **Return on Asset (ROA)**
   The Return on Assets ratio measures how effectively a company can earn a return on its investment in assets.
   ROA = Income + Interest (1-Tax rate) / Total Assets
2. **Return on Equity (ROE)**
   Return on equity measures how efficiently a company can use the money from shareholders to generate profits and grow the company. ROE is an important ratio for investors to consider its profits.
   ROE = Net Income / Shareholders' Equity
3. **Total Asset Turnover**
   Assets Turnover Ratio measures how efficiently a firm uses its assets to generate sales. Higher ratio mean the company is using its assets more efficiently and vice versa.
   Asset turnover = Sales Revenue / Total Assets

Table 4 List of Total Asset Turnover

TATO (%)	Adjustment (days)	Score
TATO > 120	TATO > 20	5
105< TATO ≤ 120	15 < TATO ≤ 20	4,5
90 < TATO ≤ 105	10 < TATO ≤ 15	4
75 < TATO ≤ 90	5 < TATO ≤ 10	3,5
60 < TATO ≤ 75	0 < TATO ≤ 5	3
40 < TATO ≤ 60	TATO ≤ 10	2,5
20 < TATO ≤ 40		2
TATO ≤ 20		1,2

Source: The decree of Ministry of SOE No. KEP-100/MBU/2002.

As shown as table 4, the higher the ratio of total assets Turnover means the more efficient use of overall assets in generating sales.

4. **Debt / Equity Ratio**
   The debt to equity ratio is a financial, liquidity ratio that compares a company's debt to total equity.
   Debt / Equity Ratio = Long-term Liabilities / Shareholders' equity

5. **Financial Leverage**
   Financial Leverage Ratio indicates company's financial portion (debt and equity) to provide resources (asset) for running company's business. Leverage refers to financing methods of a company and its ability to meet its financial obligations, and it is measured by debt ratios (total debt to total assets ratio), debt to equity ratio, and the profit effect of financial leverage

(Lenka, 2017). This is to determines the use of additional resources that can lead to increase the stock return of a company. However, based on research performed by Abdullah (2013), that he revealed that there is negative significant impact of Debt to Equity Ratio on Stock Return which elucidate that highly leverage firms have less stock prices as compared to low leverage firms.

Financial leverage Ratio = Assets / Shareholders' equity

6. Current Ratios

The current ratio is a liquidity and efficiency ratio that measures a firm's ability to pay off its short-term liabilities with its current assets. The higher value will always be the better. The current ratio helps investors and creditors understand the liquidity of a company and how easily that company will be able to pay off its current liabilities.

Current Ratio = Current Assets / Current Liabilities

2.1.2. DuPont Analysis

Is a framework for analyzing fundamental performance pioneered by the DuPont Corporation in the year 1920s to analyze the different drivers of return on equity (ROE). As characterized by Blumenthal (1998), the DuPont model is a useful framework for visualizing financial information and a good tool for assisting in understanding how operating, financing, and investment decisions impact financial performance (Melwin et al, 2014; Voorhis, 1981). Three major financial metrics that drive return on equity (ROE): operating efficiency, asset use efficiency and financial leverage.

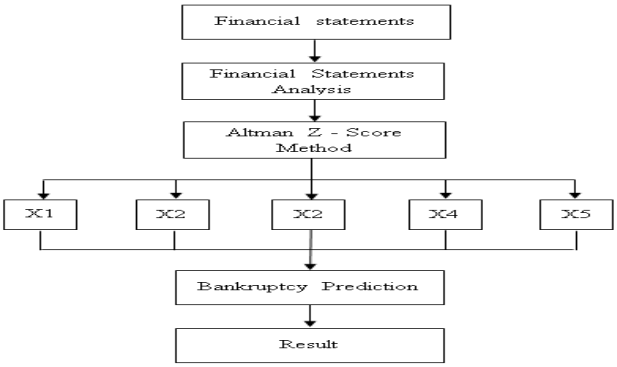
2.1.3. Altman Z-score

Altman Z-score is a multivariable formula for measuring the potential bankruptcy of a company. The score obtained in the calculation is useful for predicting whether a company has a high probability of going bankrupt.

Altman Z-score model is very effective for predicting companies facing financial difficulties. Altman Z-Score (Altman, 1968) which combined a variety of financial ratios into a single score that reflected the likelihood of a firm going into bankruptcy using multiple discriminant analysis (MDA). Z-Score analysis is used to determine whether a company's finances are healthy or not. The greater the Z value, the greater the guarantee for the company's survival and the risk of failure will decrease.

Based on the literature review described above the following framework were proposed for this study:

Table 5 Framework



As shown as table 5, to calculate the Z value, you must first calculate five types of financial ratios (M. Adnan and M. Taufiq, 2001) :

X1 = Net Working Capital / Total Assets
X2 = Retained Earnings / Total Assets
X3 = Profit Before Interest and Tax / Total Assets
X4 = Stock Market Value / Book Value of Total Debt
X5 = Sales / Total Assets

On the investor side, evaluating the health of a company is a very important thing to do before investing. Investors will do an analysis before deciding whether the business will be profitable or not. Investors must know the investment proposal with long-term risk that will be accepted (Ananda, Risa & Andika, 2018).

3. Methodology

Steps of Data Analysıs Technıque

1. The data source comes from the financial statements / Annual Report of PT Semen Indonesia Group (SIG) from 2018 - 2022.
2. Classify the condition of the company according to the category of the Altman Z-score method. Determining the company category . They are bankrupt, vulnerable or healthy.
3. Make conclusions regarding bankruptcy prediction from the results of the data analysis.
4. The financial reports will then be compared to PT Indocement Tunggal Prakarsa (ITP) Tbk as one of its closest competitors in cement industry.

3.1. Research Data

This study uses secondary data. They are data obtained indirectly obtained from annual reports and financial report summaries in the period 2018 - 2022. PT SIG is the companies have been proven to be able to sustain in dealing with the crisis, while many other are facing bankruptcy. For data collection techniques, using documentation techniques by collecting company financial statements, a summary of the company's audited financial statements that have been reported and has been published and can be downloaded.

3.2. Variable

Table 6 List of Variable Study

Total Asset Turnover	=	$\frac{\text{Revenue}}{\text{Net Sales}}$	Indictor for cost advantage and profit is taken as the indicator for differentiation advantage
Return on Asset	=	$\frac{\text{Net Income}}{\text{Average Total Asset}}$	As an indicator of how profitable a business is relative to its total assets
Return on Equity	=	$\frac{\text{Net Income}}{\text{Share Holder's Equity}}$	A measure of how effectively management is using a company's assets to create profits
Debt to Asset Ratios	=	$\frac{\text{Total Debt}}{\text{Total Assets}}$ x100%	A measurement of a company's financial leverage
Debt to Equity Ratio	=	$\frac{\text{Total Debt}}{\text{Shareholder's Equity}}$ x100%	A measurement to indicate the relative proportion of shareholders equity and debt used to finance the assets of the
Current Ratio	=	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	An indication of a company's ability to pay short-term obligations or those due within one year
Stock Return	=	$\frac{(P_t - P_{t-1}) + D_t}{P_{t-1}}$	Indication of return of a stock. Pt is Stock price at previous period, Pt-1 is the closing stock price at the period (i.e. period t) and Dt is dividend paid at the period t.

Criteria:

Indicator	Year (%)			Standard
	2022	2021	2020	
ROA (%)	2,9	2,5	3,6	5,98
ROE (%)	5,5	5,3	8,2	8,32
Debt to Asset Ratios (x)	20,3	24,9	33,01	22
Debt to Equity Ratios (x)	39,3	52,9	75,3	1 or 100%
Current ratio (x)	144,5	110,6	135,3	>100 and <250
Ttl Asset Turnover (x)	7,9	7,0	6,2	5 - 10

3.3. DuPont Analysis

Three major financial metrics that drive return on equity (ROE): operating efficiency, asset use efficiency and financial leverage. Operating efficiency is represented by net profit margin or net income divided by total sales or revenueand then asset use efficiency is measured by the asset turnover ratio. For leverage, is measured by the equity multiplier, which is equal to average assets divided by average equity.

3.4. Altman Z-Score Method

The Altman Z-score is a multivariable formula for measuring the potential bankruptcy of a company, using the functions of five financial ratios, namely the ratio of profitability, leverage, liquidity, solvency and activity.

The liquidity ratio helps to measure the company's ability to meet the short-term obligations. The profitability ratio measures the profitbearing capacity of a company. The solvency ratio measures the debt service capacity in the long run and the activity ratio determines the company's ability to utilize the assets efficiently.

In this formula, the explanation is as follows:

$$\textbf{Z-Score} = 1{,}2X1 + 1{,}4X2 + 3{,}3X3 + 0{,}6X4 + 1{,}0X5$$

X1 gives the liquidity position to the total capitalization,
X2 measures the cumulative profitability overtime and leverages,
X3 measures the operating performance and productivity of assets, X4 gives the long-term solvency position
X4 measure a company's solvency using market value instead of book value
X5 gives the sales generating capacity of the assets.

Explanation :

1. **Working Capital Ratio**
   Working capital equals current assets minus current liabilities. This is used to determine the ability of a company to meet all financial obligations that must be fulfilled immediately, by comparing working capital with total assets.
   $$X1 = \frac{\text{Working Capital}}{\text{Total Assets}}$$

2. **Ratio of Remaining Retained Earnings**
   Retained earnings are accumulated net profits that are not distributed to shareholders as dividends. Companies can use it for various purposes, including to pay off debts.
   $$X2 = \frac{\text{Retained earnings}}{\text{Total Assets}}$$

3. **Earnings Before Interest and Tax (EBIT) Ratio**
   This ratio indicates profitability, to measure the rate of return that a company generates from its assets.

$$X3 = \frac{\text{Earnings before interest and tax (EBIT)}}{\text{Total Assets}}$$

4. **Stock Market Value Ratio**
   This ratio informs the amount of equity owned relative to the assets owned by the company. The higher the ratio, the less the company relies on debt.

$$X4 = \frac{\text{Market value of equity}}{\text{Total Assets}}$$

5. **Sales Ratio**
   This ratio shows the company's ability to generate income from its assets.
   The higher the ratio the better the company utilizes its assets to generate sales.

$$X5 = \frac{\text{Total sales}}{\text{Total Assets}}$$

Criteria :
- If Z > 2,9 = Safe zone
- If 1,22 < Z < 2,9 = Grey zone
- If Z < 1,22 = distress zone

4. RESEARCH RESULTS AND DISCUSSION

Cement consumption in Indonesia per capita still below the average of Southeast Asian countries, which is around 300 kg per capita and will be grow, estimated 1% per year (source: Annual Report of PT SIG from 2020 – 2022). Cement is over supply.
In 2022, there will be a sizable oversupply of cement and slowing domestic demand, especially for bagged cement, soaring energy prices especially for coal, and management of carbon emissions in an era of climate change.

4.1. Performance Financial Analysis

Based on the PT SIG financial performance, it explained that the company has a good financial performance.
Based on table 7 below, the financial ratios indicate that PT SIG was quite successful in managing assets. This was indicated by the achievement of ROA ratio of 2,9% and ROE 5,5% by end of 2022. These results for both indicators shown in positive growth compare to 2021. In 2022, current ratio was 144.54% or remained above 1x. Moreover, SIG also ensured the availability of working capital loan facility that can be withdrawn anytime as necessary. It means the company has a good ability to meet its short-term obligation. In 2022, the Company recorded an accounts receivable turnover ratio of 6.6x, an increase from 2021. Meanwhile, the average collection period in 2022 was 55 days, faster than the previous year's of 57 days, mainly due to efforts to accelerate receivables collectability. Efforts are carried out to ensure efficient receivables collections, among others by optimizing the use of Distributor Financing facility provided to the Distributor, as well as Bank Guarantee to provide certainty in receivables collectability of SIG.

Table 7 SIG Financial Ratio 2020 - 2022

Semen Indonesia Group	Year			Average
	2022	2021	2020	
Return on asset (ROA) (%)	2,9	2,5	3,6	3,0
Return on Equity (ROE) (%)	5,5	5,3	8,2	6,3
Debt to Asset Ratios (x)	20,3	24,9	32,99	26,1
Debt to Equity Ratios (x)	39,3	52,9	75,3	55,8
Current ratio (x)	144,5	110,6	135,3	130,1
Total Asset Turnover (x)	7,9	7,0	6,2	7,0

Source : Annual report of SIG 2020 – 2022

As a market leader, PT SIG remains focused on maintaining profitability and ensuring the health of the industry.

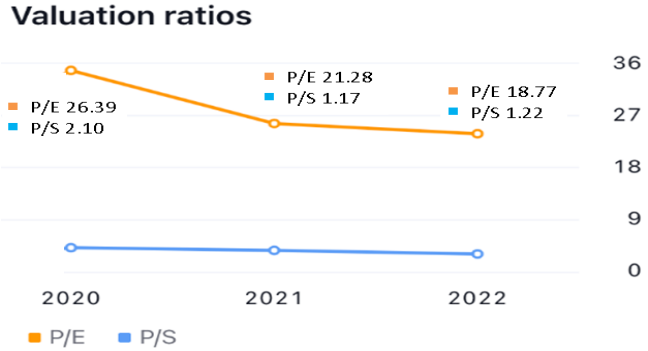
Acquisition of profit for the year amounted to Rp2,499 billion in 2022 is the result of efforts to minimize the impact of competition and lower demand for cement on the revenue. The company's debt ratios level is also in a safe position, because the value of the company's total debt is still below the company's assets.

As shown as table 7 above show PT SIG capability in fulfill its debt obligations, both short and long term. PT SIG solvency ratios shows better figure compared to last year in line with the decrease in interest-bearing debt balances during 2022.

PT SIG measures its short-term solvency by using current ratio was 144.54% or remained above 1x. In 2022, SIG recorded a ratio of interest bearing liabilities to Equity of 39.30%. Ratio of interest-bearing liabilities to EBITDA of 2.11x. Its better compared to year 2021 due to the acceleration of debt repayment by the Company during 2022.

The SIG Group must maintain a current ratio greater than 100%, leverage less than 250%, and Profit Before Tax Interest Depreciation Amortization (EBITDA) divided by interest greater than 150%, calculated based on consolidated financial statements. This is required by PT Bank Mandiri (Persero) Tbk, which provides a Short Term Credit Facility.

Table 8 PT SIG Valuation Ratio



Source : SIG Financial Review

As shown on the table 8, The P/S or P/E Ratio is a financial metric that measures how much investor are willing to pay for a company's earnings or sales. It can help investors to compare different companies and industries, and to identify potential opportunities or risks in the stock market.

Usually P/E less than 20 is considered low and indicates that the company is undervalued, 20-25 is a normal P/E Ratio, P/E values more than 25 are considered as high and indicates that the company is overvalued.

Table 9 Performance and Margin

Source : SIG Financial Review

Revenue and profits can tell us a lot about the condition and strategy of the company.

As shown as table 9,The profit margin is increasing, it may means that the company is reducing its expenses, increasing its prices, or improving its quality or productivity.

SIG did not have any issues on shares trades, both on suspension or delisting, which indicates the Company's compliance with prevailing laws and regulations in Indonesia, specifically related to the Capital Market.

With a healthy financial position, SIG is able to distribute dividends to shareholders in the amount of IDR 1.02 trillion or 50.66% of the total net profit attributable to owners of the parent entity for 2021.

Table 10 PT ITP Tbk Financial Ratio 2020 – 2022

PT Indocement Tunggal Prakarsa (ITP) Tbk	Year			Average
	2022	2021	2020	
Return on asset (ROA) (%)	7,10	6,70	6,60	6,8
Return on Equity (ROE) (%	9,2	8,4	8,0	8,5
Debt to Asset Ratios (x)	0,24	0,21	0,19	0,2
Debt to Equity Ratios (x)	0,31	0,27	0,23	0,3
Current ratio (x)	2,14	2,44	2,92	2,5
Total Asset Turnover (x)	1,57	1,77	1,93	1,8

Source : Annual report of ITPP 2020 – 2022

Based on table 10 above, the financial ratios indicate that ITP was quite successful in managing assets. This was indicated by the achievement of ROA ratio of 7,10% and ROE 9,2% by end of 2022. These results for both indicators shown in positive growth compare to 2020. In addition, the company is also in a safe position for its cash flow, this is indicated by the high liquidity ratio which reached 2,92 times in 2020 and 2.14 times in 2022. It means the company has a good ability to meet its short-term obligation.

4.2. DuPont Analysis

Return on equity of PT SIG was considered healthy as the ratios in 2022 is grow by 5,5% compare to prior year of 2021.

DuPont Analysis :

1. **Operating efficiency/ROA -** Operating efficiency is represented by percentage of profit margin using net income divided by total net sales. Net profit margin growth of PT SIG by 1 % (from 5,58 % in 2021 to 6,50% in 2022).
2. **Asset use efficiency/Total Asset Turn Over -** Asset use efficiency is measured by the asset turnover ratio or net sales divided by total assets. , SIG recorded a good level of receivables collectibility as measured by the accounts receivable turnover ratio and the average

collection period. Company recorded an accounts receivable turnover ratio of 6.6x, an increase from 2021. Meanwhile, the average collection period in 2022 was 55 days, faster than the previous year's of 57 days, mainly due to efforts to accelerate receivables collectability. It can be concluded that PT SIG was already efficiently in utilizing its assets to generate sales.

3. **Financial Leverage/ debt to equity ratio**- The debt to total assets ratio is an indicator of financial leverage of a business. The higher the ratios of debt to total assets, the greater the financial leverage and it means the greater the risk. The average of debt to total asset ratios for 3 years from 2020 – 2023 is 26,1%. This could indicate that total of debt is 20,3% of the total assets in 2023.

Table 11 Average of 9 Quartes of PT ISG Financial Result & vs ITP

Average (9 Qt)	DuPont	SIG	ITP	ISG vs ITP
Return on asset (ROA) (%)	Operating Efficiency	2,99	6,80	3,81
Return on Equity (ROE) (%)	Profitability	6,32	8,53	2,21
Debt to Asset Ratios (x)		26,05	0,21	25,84
Debt to Equity Ratios (x)	Leverage	55,84	0,27	55,57
Current ratio (x)		130,14	2,50	127,64
Total Asset Turnover (x)	Asset Use Efficiency	7,05	1,76	5,29

Compare with its competitor ITP, the average ROA/Operating Efficiency for last 3 years showing that PT SIG is lower by 4.3% but PT SIG is quite successful managing the financial performance. Furthermore, in terms of ROE, PT ITP is slightly lower by 3.70% compare to PT ITP.

3. The Altman Z-score Analysis

In evaluating the soundness of a company, the Altman Z-score is one of the measurements to predict the possibility of a company going bankrupt.

The results of the Altman Z-score analysis indicate the level of financial health of the company. A Z-score above 2.99 indicates that the company is in health condition. A score between 1.88 and 2.29 indicates that the company's financial health is in a gray area and most likely at a critical juncture. Also, if the Z-score is less than his 1.8, it means the company is likely to go bankrupt.

Based on the Altman z-score table below :

Table 12 Altman Z-Score Assessment of Semen Indonesia

Year	2022		2021		2020		2019		2018	
	Z-score	Zone	Z-score	Zone	Z-score	Zone	Z-score	Zone	Z-score	Zone
Score	3,01	Safe	2,74	Grey	2,50	Grey	2,51	Grey	3,88	Safe

The result above shows that in general the PT SIG is financially sound.

The results showed PT Semen Indonesia was in the financial healthy condition, with scores were as follows; 2018 was 3.88; 2019 was 2.51; 2020 was 2.50; 2021 was 2.74 and 2022 was 3.01

In year 2020 PT SIG in a lowest score due to the oversupply, Covid-19 and the related to the increasingly aggressive low-priced players using a price reduction strategy. Condition in 2021

getting better. Domestic cement sales volume increased 0.6%, while domestic cement and clinker sales volume increased 0.1% compared to the previous year.

CONCLUSION

1. Based on the Altman Z-score, result of PT Semen Indonesia in safe zone in 2022 and 2018 in safe area (more than 2,99). It means that PT Semen Indonesia (Persero) Tbk is not in a bankrupt. Nevertheless, on form 2019 – 2021 which in the grey area has a low possibility experiencing of bankruptcy.
2. The prospect of cement industry is still promising despite current oversupply in the industry. The potential growth in cement demand is also expected to come from a multi-year project to build Indonesia's new capital city in East Kalimantan.
3. SIG continues to monitor receivables balance and billings periodically by optimizing the use of Distributor Financing facility provided to the Distributor, as well as Bank Guarantee to provide certainty in receivables collectability of SIG.
4. Domestic cement sales volume was 31.6 million tons, down 7.2% from the previous year, in line with the decline in national cement demand. An increase in the realization of profit for the year.
5. Diversification by seeking new market opportunities and innovation for PT Semen Indonesia (Persero) Tbk to apply various green technology innovations. In the long term, this effort will not only reduce emissions, but also significantly improve efficiency and productivity.
6. The imposition of a special coal price of US$ 90 per ton for all industries in the country, except for the metal processing and refining (smelter) industry by the Ministry of Energy and Mineral Resources (ESDM) has had a direct impact on cement issuers' shares.
   By slopping the price of coal which is on the biggest component in the cost of cement production. The cement has potential to grow this year. This was driven by an increase in the infrastructure budget by 7,8% YoY to IDR 392 trillion and the construction of a new National Capital City (IKN).

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The Effect of Artificial Intelligence on the Accounting and Financial Reporting

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ABSTRACT

Artificial intelligence (AI) has recently impacted global businesses' accounting and financial reporting systems. Artificial intelligence (AI) has been leveraged to enhance the precision of financial reports, automate tedious and repetitive tasks, minimize accounting expenses, and establish a more expeditious and efficient accounting infrastructure. However limited research had been conducted specifically on how AI has impacted the accounting and financial reporting system. This research aimed to analyze how artificial intelligence AI has influenced accounting organizations' efficiency and productivity. The investigation focused on, accountants, including managers in accounting, is using a descriptive research approach. The data required for the investigation I gathered using a structured/semi-structured question. Interviews with industry professionals, a review of pertinent academic literature and direct observations are the triangulation providing the data for the study. The use of artificial intelligence was found to have a positive impact on the efficiency of accounting and financial reporting processes. Artificial intelligence was found to have boosted the accuracy of financial reporting, decreased the need for manual labor, and streamlined the recording and analysis of transactions. AI was found to have improved the accuracy and reliability of long-term planning and cash flow forecasting. Researchers suggested that accountants and accounting companies regularly update their AI knowledge to boost the efficiency of accounting processes and reduce associated costs.

Keywords: Artificial Intelligence, Accounting, Financial Reporting, Efficiency, Accuracy.

INTRODUCTION

The emerging and novel field of artificial intelligence (AI) has recently attracted much attention. Artificial intelligence (AI) trains computers to detect, analyze, and respond appropriately to enable machines to mimic human behavior, particularly cognitive capacities (Tyagi, 2022). Artificial intelligence (AI) systems cannot entirely replicate a human's intelligence despite its power, precision, and occasional capacity to outperform human performance. AI can use big data that computers can only process to provide insights (Ryan, 2021). AI relies on machine learning to gather vast data from multiple sources and find basic patterns and relationships (Van Der Merwe & White, 2022). Financial accounting is incomplete without financial reporting based on the accounting cycle.

According to Chart 1 below, financial reporting includes entering a sizable amount of data from several sources to produce crucial financial statements and reports for various stakeholders. (Van Der Merwe &White, 2022). For publicly listed organizations, in particular, these financial reports must adhere to regulatory standards. Because it requires a lot of data and repetitive processes, it is time-consuming and expensive for organizations. Accounting specialists have long tried to employ modern technologies to speed up data processing and cut costs and time on arduous procedures. With no adverse effects on the bottom line or regulatory compliance, this has helped them attain efficiency and effectiveness in these operations.

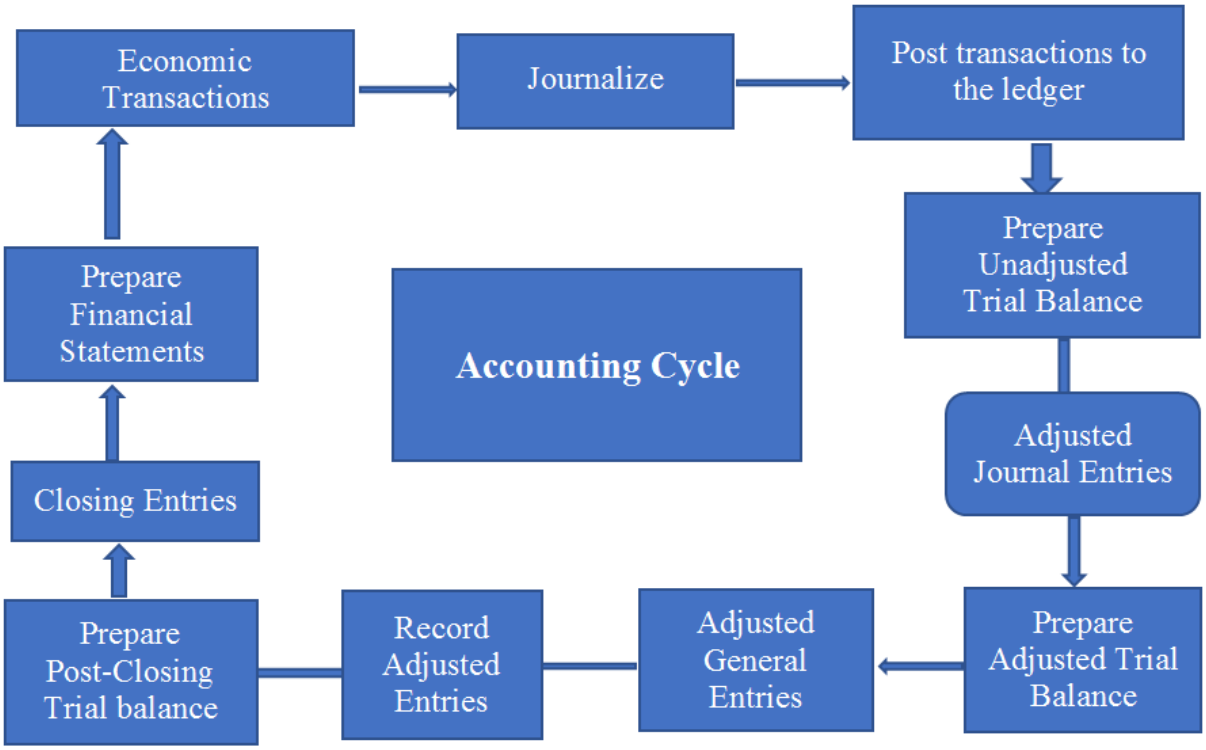
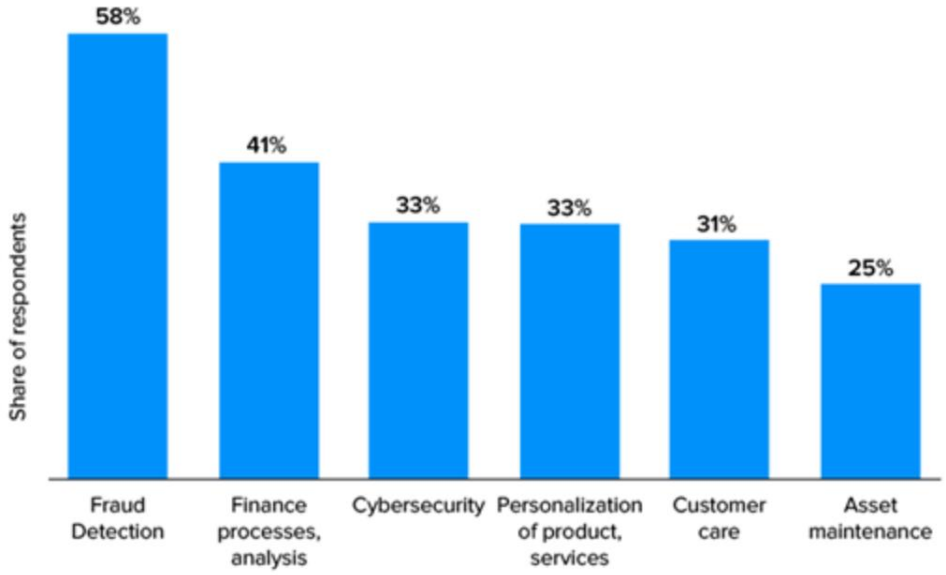


Chart 1. Accounting Cycle Process

The financial statements result from a collaborative effort between accounting staff and management. The auditor's role remains unchanged; they are tasked with lending trustworthiness to any information management releases that are not submitted to an independent audit.



Artificial intelligence applications in the global banking sector as of 2020
(AI Usage Financial Services Worldwide 2020, n.d.)

Most respondents say that the most effective application of artificial intelligence in the financial services sector is the improvement of fraud detection. To better understand client behavior, artificial intelligence enhances fraud detection by integrating supervised learning algorithms with unsupervised learning. Organizations can better spot and stop illicit activity with a deeper understanding of customer behavior.

LITERATURE REVIEW

Distinctive Financial Reporting Requirements

Financial reporting is a procedure that produces financial reports based on the firm's operations (Kieso et al., 2019). Financial reporting gives stakeholders an accurate picture of a company's finances, including sales, costs, profits, capital, and cash flow (Muntean et al., 202). Formal records also provide detailed insights into financial information. These financial reports are made available to all firm stakeholders, both internal and external. These financial reports include cash flow statements, comprehensive income statements, equity statements, and financial position statements. Note disclosures include the president's letter, supplemental schedules, prospectuses, government filings, management predictions, and more (Kieso et al., 2019). These reports are required to adhere to generally accepted accounting principles (GAAP) and commonly used accounting regulations. GAAP is required for these reports to be helpful. All businesses provide financial statements for different customers of financial information.

But after being audited in compliance with legal standards, publicly traded corporations must publish yearly and quarterly earnings reports.

Being responsible to stakeholders

Stakeholders are direct stakeholders in the financial reporting process (Kieso et al., 2019). Those involved in or affected by the financial reporting process are considered stakeholders. This includes those involved in or affected by the preparation, use, examination, auditing, or monitoring of financial information. Every stakeholder in the reporting process is responsible for a unique task (Kieso et al., 2019). The financial reporting involves numerous stakeholders, including creditors, shareholders, management, securities commissions, stock exchanges, analysts, credit rating agencies, auditors, standard-setters, etc. For instance, to manage resources, creditors and investors rely on financial information; among other things, economic analysts and regulators help in resource allocation. Management creates financial statements, and auditors check them for GAAP compliance to provide them credibility. Financial statements for publicly traded companies must be audited. The difficulties that result from the principles-based rather than a rules-based approach to GAAP must be handled by those who develop accounting standards.

Despite favoring a rules-based approach, US GAAP has two shortcomings and a tendency to be prescriptive. Corporations can adopt accounting techniques they deem fit without restrictions if they take the rules literally (Kieso et al., 2019). Users might not receive the most critical information from this method. GAAP's principles-based approach requires adapting them to specific business scenarios. Instead of right and incorrect responses, the principles-based approach emphasizes professional judgment. This strategy focuses on a unified collection of complete and adaptable concepts to manage varied business situations.

Accounting Predictions and Expert Judgment

Unquantifiable objects are measured through accounting estimations. Some financial statement items need to be approximated because of measurement uncertainty. It's an estimate used in accounting. Accounting projections are subject to error and depend on expert judgment. in 2021 (Petkov). Due to managerial bias and estimating uncertainty, accounting estimates may be materially misstated. Sensitivity research, retroactive reviews, and challenging assumptions can reduce accounting estimate risks. It's crucial to disclose estimations. Auditors must be happy with the methodology, assumptions, and framework to accurately estimate a company's financial accounts (Petkov, 2021). They must also assess the estimates' aggressiveness or conservatism. Accounting estimates include warranties, goodwill, depreciation methods, valuable life, contingent liabilities, pensions, inventory, credit losses, bad debts, and more (Petkov, 2021).

Principles-based accounting allows expert judgment and adoption of accepted accounting concepts (Ivan, 2021). It better serves business, markets, and the public interest since transactions' economic essence can be accurately represented. Ivan provided several scenarios in which professional judgment is required at the accounting policy and measurement levels. For instance, when deciding how much something is worth, accountants must weigh the pros

and cons of various valuation methods. Since machines cannot make judgments, humans must utilize their brains to make them. Deductive thinking, emotive expression, professional skepticism, and assessment are human abilities (Ivan, 2021). The data's true story is lost if machines make these decisions instead of humans. Machines do not always substitute human skills and professional judgment. A machine cannot learn courage, empathy, or body language. AI cannot replicate the human brain's unique, non-repetitive professional determinations.

Emerging Technologies and AI

The technologies are blockchain, cloud accounting, and RPA, most often mentioned in the literature on AI systems' possible use in financial reporting (Pimentel & Sinha, 2020). Blockchain technology is a peer-to-peer network with a shared ledger, cryptographic keys, and a computational method for online transactions and record storage. Blockchain technology's three differentiating property is immutability. Pimentel and Sinha (2020) recommend removing intermediaries and using a consensus mechanism to speed up accounting transaction publication. Furthermore, these transactions will be self-executed by smart contracts employing encryption. Universal entry bookkeeping will take the role of the current quadruple entry bookkeeping method, enabling each participant to record transactions faithfully, verifiably, and uniformly (Pimentel & Sinha, 2020).

Türegün (2022) examines Amazon Go's use of AI and the pros and cons of using blockchain for financial reporting. Accounting at Amazon Go uses AI. According to Türegün (2021), The combination of blockchain's distributed database technology with AI can change business processes by handling massive amounts of data, acting as a notary, summarizing data accurately, making it replaceable without human labor, reviewing data from several perspectives, and more. Blockchain-based financial reporting has several limitations (Coyne & McMickle, 2021). For example, unlike traditional monetary transactions, which are recorded in ledgers, blockchain-based digital currencies do not exist outside the blockchain, making verifying transactions more difficult.

CONCLUSION

In conclusion, the advancements in technology have indeed brought numerous benefits to business operations, including the accounting field. The use of high-speed data processing, AI, blockchain, RPA, and cloud accounting has improved the accuracy, efficiency, and effectiveness of accounting processes. AI, in particular, has shown promise in mimicking human cognitive functions and has been applied to various accounting activities.

Financial reporting, which is a crucial aspect of accounting, has seen initiatives to integrate AI technology. However, it is important to consider the ethical implications and potential drawbacks of relying solely on AI for financial reporting. AI's ability to mimic human thinking and emotions is still a subject of debate, and AI reports may not be covered by accounting requirements. Trust and control over AI systems will play a significant role in determining how and when AI is used for financial reporting.

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The Mediating Effect of Perceived Organizational Support on The Influence of Authentic Leadership Toward Turnover Intention in Generation Z

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ABSTRACT

Generation Z is the most recent wave of young professionals to enter the workforce, and they are becoming an increasingly essential part of industry. Gen Z will soon dominate Indonesia's generation and there is a phenomenon that this youngest workforce cohort has higher turnover rate compared their previous generation. As a result, it is critical to develop a leadership style that encourages employee engagement among this generation in order to promote employee engagement among this generation to reduce turnover. However, there has been limited study examining perceived organizational support as mediating effect between authentic leadership toward turnover intention in Indonesia. Therefore, this study aims to investigate the effects of authentic leadership as an important leadership characteristic that may lower turnover intention, as well as how perceived organizational support may have a mediating effect on turnover intention among Gen Z. The research is a quantitative study that was conducted using SmartPLS4 and a purposive sampling technique. An online survey with a questionnaire created using Google Forms and scored using 5-point Likert scales is used to gather data. The respondents were 116 Generation Z employees born between 1995 and 2012 in Jakarta, Indonesia. According to this study, authentic leadership has a low direct effect on turnover intention, but with the mediating variables of perceived organizational support, authentic leadership has a considerable and significant negative effect on turnover intention.

Keywords: Authentic Leadership, Perceived Communication Style, Turnover Intention, Generation Z, GenZ

1. INTRODUCTION

Generation Z is the latest wave of young professionals entering the workforce and is becoming an increasingly large part of the workforce. According to Gallup, Generation Z, and millennials now account for nearly half (46%) of the full-time workforce in the United States (O'Boyle, Ed, 2021). A new generation entering the workforce frequently draws comparisons to those who came before, and in most cases, this latest generation has the potential to disrupt the workforce. The arrival of the most recent generation, Gen Z, is no exception. Indonesia's workforce reached 144.01 million in February 2022, accounting for 69.06% of the total working-age population of 208.54 million. In this context, the proportion of Gen Z in the workforce has risen steadily, accounting for 17.18% (aged 25-29) and 15.31% (aged 20-24) of the Indonesian workforce population in 2021. The age group of 30-34 years was followed by 16.89 million people, and the age group of 35-39 years was followed by 16.78 million people.

Research shows that Gen Z workers are more likely than earlier generations to move employment, especially if they don't like something about their current position (Csiszárik-Kocsír & Garia-Fodor, 2018). According to a 2021 CareerBuilder survey, Gen Z service length is significantly less than previous generations. Gen Z employees work for an average of 2 years and 3 months. It is shorter than the cohort of the previous generation's workforce. Several studies have discovered a specific phenomenon concerning Gen Z, which is that this generation has a higher turnover rate and lower stickiness to their jobs. According to LinkedIn 2022 data, Gen Z shows a greater willingness to job hop. Members of Gen Z switch jobs at a rate of 134%, which is higher than in 2019, and 25% intend to leave their current employers within the next six months. In line with these findings, Deloitte, June 2022, reported that less than half of Chinese Gen Z expect to leave their jobs within the next two years, a 30% decrease from the previous year. However, half of them would leave their jobs if they did not have another job lined up.

The Indonesia Manpower Minister made the same observation in Indonesia context, which is consistent with previous studies. If properly utilized, the large Gen Z workforce allows for the potential advancement of the Indonesian economy. Furthermore, this digital native generation, which is now between the ages of 10 and 25, has a different working pattern than the previous generation. Gen Z has no long-term commitment and only works as long as it makes them happy. The presence of Gen Z will increase labor turnover or the intensity with which a company deals with employee turnover. The pattern of working relationships will also change, with an increase in part-time work systems, freelancers, and partnerships. (Fauziyah, 2022).

This generation is content with not having only one way to express itself. As a result, it is critical to define the type of leadership that can improve their service length as well as their engagement with the company. Regarding the aforementioned Gen Z phenomenon, more research is needed to investigate the leadership style as well as any type of organizational support required to improve turnover and workplace engagement from the perspective of Generation Z.

2. RESEARCH GAP

In the context of the Indonesian workplace, we need further study concerning Gen Z and how leadership style and organizational support impact turnover intention amongst this generation. The perception of authentic leadership affects work-related attitudes and happiness (Jensen & Luthans, 2006). An authentic leadership style, trust in the leader, and job overload may impact employee flourishing. And with that as the outcome, authentic leadership is fostering a trustful relationship between employees and their leaders. It might result in the increased flourishing of

employees, and deeper leader–follower relationships including heightened levels of trust, job engagement, workplace well-being, and sustainable performance (Kleynhans, et al., 2022).

Another dimension that impacts turnover intention also comes from organizational support. In China, the study of frontline employees who are generally under great pressure, fragile to burnout, and have high turnover, has proven to perceive organizational support has a significant negative impact on burnout and turnover intention (Wang & Wang, 2020).

However, there is limited information and research on the effects of authentic leadership, as a specific leadership style, and also perceive organizational support on the turnover intention specific to the youngest workforces' cohort, Gen Z. These two variables (authentic leadership and perceived organizational support) are likewise unexplored among Gen Z in the Indonesia context. Thus, the present study aims to address the gap in the literature on the importance of authentic leadership in reducing employee turnover intention also beneficial to come up with an undertaking that gauges perceived organizational support among Generation Z in Indonesia.

3. RESEARCH QUESTION

Based on the background information and the problem stated above, this study would like to answer the following questions:

1) How does Authentic Leadership affect the Turnover Intention of Gen Z?
2) How does the Perceived Organization Support affect the Turnover Intention of Gen Z?
3) How does the Authentic Leadership style affect the Perceived Organization Support of Gen Z?
4) How does Perceived Organization Support mediate the effect of the Authentic Leadership style toward Turnover Intention?

4. LITERATURE REVIEW

4.1. Authentic Leadership (AL)

Authenticity is derived from ancient Greek philosophy: "Be true to thine own self." For the last three decades, AL has been a key component in positive leadership research, as well as a theoretical extension as a "root construct in leadership theory." (George, 2003). Authentic leaders are aware of their own and others' strengths and flaws, as well as how they think and act. They are confident in their abilities, have faith in the future, and are upbeat, resilient, moral, and ethical. They are genuine and help to develop their colleagues into leaders (Ilies, et al., 2005). AL is defined as "a pattern of leader behavior that draws on and promotes positive psychological capacities as well as a positive ethical climate to foster greater self-awareness, an internalized moral perspective, balanced information processing, and relational transparency on the part of leaders working with followers, fostering positive self-development" (Walumbwa, et al., 2008)

4.2. Turnover Intention (TI)

Turnover Intention (TI) is the likelihood of employees leaving their current job, whether voluntarily or involuntarily. Employees may consider and plan to leave their organization for a variety of reasons (Belete, 2018). Employees' willingness or attempts to leave their current workplace voluntarily have been defined as turnover intention (Takase, 2010). TI is divided into four categories: (1) functional, which is related to job performance; (2) avoidable, which is caused by lower pay and poor working conditions; (3) unavoidable, which is due to reasons

such as family moves, serious illnesses, and death; and (4) involuntary turnover, which is due to management's discretion to force the employee to leave (Belete, 2018) (Taylor, 1998). It is related to "change readiness," in which employees adapt to changing internal and external market demands, leading them to move to a different company or organization (Schyns, et al., 2007), supporting the views of the unfolding theory of turnover intention. TI has been linked to several negative outcomes for employers and employees alike (Hancock, et al., 2013). Because it is a useful proxy for actual turnover, TI is the best predictor of actual turnover (Griffeth, Hom, & Gaertner, 2000). Employee retention and turnover rates, which are among the top concerns for most businesses, are affected by a variety of factors (Cohen, et al., 2016)

7.3. Perceived Organizational Support (POS)

According to organizational support theory, POS fosters a sense of duty to repay the organization with increased efforts, including the expectation of rewards and satisfying socioemotional needs for approval, esteem, affiliation, and emotional support. There is confidence that assistance will be provided for improved job performance. Support from the organization improves employees' subjective well-being in terms of mood, contentment, self-esteem, and stress reduction and encourages people to have a positive outlook on their jobs and organization. The benefits of POS include improved job performance, innovation, creativity, adoption of technology, and customer service. (Stinglhamber & Eisenberger, 2011). employees who receive positive treatment—particularly supervisor support, organizational rewards, and favorable working conditions—may experience positive outcomes such as job satisfaction, affective commitment, performance well-being, and a decrease in withdrawal behaviors such as absenteeism and turnover (Rhoades, et al., 2001).

7.4. Hypothesis Development

7.4.1. The effect of Authentic Leadership (AL) on Turnover Intention (TI)

The effects of AL on TI on organizations have been examined in several research. For instance, (Amunkete & Rothmann, 2015) discovered that when leaders are seen as genuine, nurses are less likely to experience later workplace bullying, burnout, and intention to leave their job or profession. According to a Malaysian study, self-awareness and balanced information processing have a significant impact on work engagement, which in turn has a significant impact on TI (Ahmad & Chin, 2018). (Azanza, et al., 2015) evaluated the effect of AL on TI using data acquired from Spanish employees. The results showed that AL and TI had a negative relationship. of graduates to work was considered low (Sasmito, Panji, Kustono, & Patmanthara, 2015).

The negative relationship between AL and TI, was also supported by a recent study conducted in the Philippines. It was established through the study that AL is important because of its detrimental impact on employee TI. This explains why employees' intentions to change jobs or leave their existing employer or organization are reduced because of AL's expanding influence and effects (Ladao, et al., 2022). Therefore, the following hypotheses can be proposed:

H1: Authentic leadership negatively affects turnover intentions.

7.4.2. The effect of Authentic Leadership (AL) on Perceived Organizational Support (POS)

AL significantly affects POS among employees. With the positive relationship between AL and POS, employees recognize that when leadership is authentic, their perceived support from the organization increases (Ladao, et al., 2022). When AL improves employee morale and fosters good working relationships, it forms the notion of organizational support. Hence, greater

work engagement and the satisfaction of socioemotional demands are brought about by employees' perceptions of favorable organizational support (Shore & Shore, 1995). Furthermore, (Yijia & Jinhong, 2016) discovered that AL significantly promotes POS among nurses using regression analysis. Thus, the following hypotheses can be proposed:

H2: Authentic leadership positively affects perceived organizational support.

7.4.3. The effect of Perceived Organization Support (POS) on Turnover Intention (TI)

Several researchers also investigated the organizational effects of POS on TI. According to organizational support theory, giving employees a good environment can have positive effects like a decline in attrition (Eisenberger, et al., 2016). The findings showed that POS and TI are negatively correlated with one another in both parameters. (Ladao, et al., 2022). POS has a negative impact on burnout and turnover among gas station frontline employees (Wang & Wang, 2020). A study in Malaysia showed that employees who receive high levels of organizational support are less likely to leave the organization (Lew, 2009). Moreover, (Takaya & Ramli, 2020) discovered that POS is significantly and negatively related to TI. Thus, in this study, the following hypotheses can be proposed:

H3: Perceived organizational support affects turnover intentions.

7.4.4. The Mediating Effect of Perceived Organizational Support (POS) on the relationship between Authentic Leadership (AL) and Turnover Intention (TI)

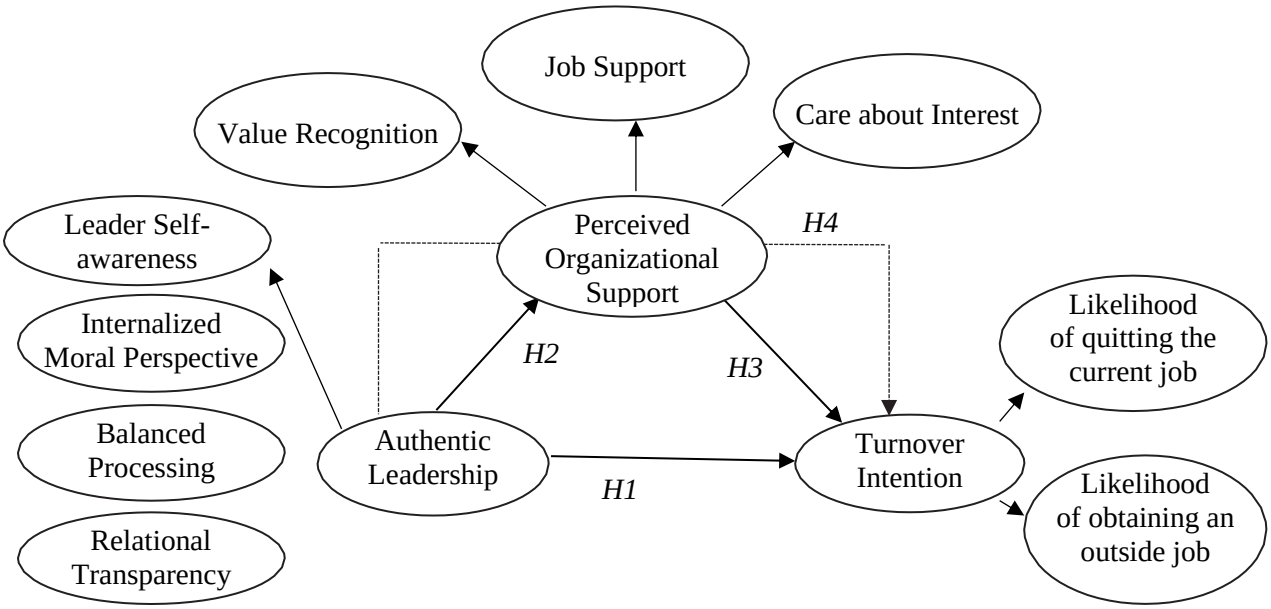
Several researchers have examined other factors that influence the link between AL and TI. The effect of POS as a mediator between AL and TIs was significant. As the findings showed a medium effect size, the mediation reflected a heightened negative relationship between AL and employees' TIs. This explains why, with POS, AL reduces the likelihood of employees quitting their jobs or moving on to another company or organization (Ladao, et al., 2022). Another study discovered that POS mediates the impact of HR practices on organizational commitment and job satisfaction, as well as its negative association with TI, using structural equation modeling on samples from store salespeople and insurance agents (Allen, et al., 2003).

A recent study indicates that AL is positively related to POS, with a large effect size, and negatively related to TIs, with a small effect size. Thus, POS clearly and significantly aids AL in retaining employees within the company or organization and reduces their intentions to leave or change jobs (Ladao, et al., 2022). Hence, in this study, the following hypotheses can be proposed:

H4: Perceived organizational support has mediating effects between authentic leadership and Turnover intentions.

7.5. Research Framework

The research framework demonstrates the three constructs and their potential correlations based on the thorough literature review and hypotheses put forth. Figure 2.1 presents the direct effect of AL and its subcomponents on TI and the mediating effect of POS on the relationship between AL and TI.



The following is hypothesized based on the literature review:

H1: Authentic Leadership negatively affects Turnover Intention on Gen Z

H2: Authentic Leadership positively affects Perceived Organizational Support on Gen Z

H3: Perceived organizational support affects turnover intentions on Gen Z

H4: Perceived Organizational Support has mediating affects between Authentic Leadership and Turnover Intentions on Gen Z

8. RESEARCH METHODS

This scientific work uses a descriptive quantitative approach by conducting exploratory approaches in the ongoing research environment. This scientific work is also equipped with a single cross-sectional analysis. This study is being conducted in Indonesia to investigate the factors influencing turnover intention from authentic leadership as well as perceived organizational support among Gen Z.

First, the author will define the type of research, followed by a discussion of data sources and how to collect it. Following that, the author will define the population and sampling method by defining a group that will be studied. Considering the literature review, the author will decide how to measure the variables with dimensions and measurement items. The questionnaire will then be designed by the operational variables. A pilot test will be conducted before the questionnaire is distributed to ensure its reliability and validity. Finally, data analysis techniques such as respondent profiles, descriptive statistics, PLS-SEM analysis, and hypothesis testing will be discussed.

This method enables a researcher to select population elements into a sample based on the researcher's purpose, with the expectation that the selected elements will effectively represent the study's population (Malhotra, 2010). The purpose of this study has been elaborated on, which is to examine the impact of Authentic Leadership Style and Perceived Organization Support on Turnover Intention among Gen Z. Therefore, research will be conducted among a particular worker group, Gen Z, using the following:

1) Sample criteria:

- The population is Gen Z workers, defined as those born between 1995 and 2016.
- Minimum 3 months working in the current position.
- Working in greater Jakarta. Jakarta, as the nation's capital city, represents the dynamic of human resources across industries and multicultural backgrounds.

2) Sample size:

The sample size is one factor in study design that researchers must consider when planning a study. The reasons for accurately calculating the required sample size are to achieve statistically significant results and to ensure that research resources are used efficiently (Burmeister & Aitken, 2012). There are various ways for identifying a sample size, this study determines the sample size using Cohen Table (Table 3.2). As shown in Table 3.2 below, this study employs a 5% significance level and a minimum R2 of 0.25 percent, with 4 (four) arrows pointing at the construct. The sample size for this way is determined at 65.

3) Questionnaire Design

The questionnaire will be distributed via WhatsApp to targeted respondents which are Gen Z employees in Greater Jakarta. The set of questionnaires consists of two parts, section A and section B.

- Section A: contains questions regarding the demographic profile of the respondents (gender, age, profession).
- Section B: contains questions related to descriptive analysis using the operational variables of this study.

The format used in the questionnaire is closed-ended questions; using the Likert scale in the form of interval scales is commonly used to measure a person's intentions, attitudes, opinions, or perceptions about social phenomena. Therefore, there are a total of 26 measurement items with 9 dimensions to reflect the variables and the following is an explanation of the operational variables in this study such below:

Table. Operationalization of Variables

Variable	Dimension	Code	Measurement item	Source
Authentic Leadership (AL)	Leader self-awareness (AL1)	AL1.1	My leader seeks feedback to improve interactions with others.	(Walumbwa, et al., 2008)
		AL1.2	My leader demonstrates beliefs that are consistent with actions.	
		AL1.3	My leader encourages everyone to speak their mind.	
		AL1.4	My leader analyses relevant data before coming to a decision.	
	Internalized moral perspective (AL2)	AL2.1	My leader accurately describes how others view his or her capabilities.	
		AL2.3	My leader makes decisions based on his or her core beliefs.	
		AL2.3	My leader tells you the hard truth.	
		AL2.4	My leader makes difficult decisions based on high standards of ethical conduct.	
	Balanced processing	AL3.1	My leader says exactly what he or she means.	

	(AL3)	AL3.2	My leader solicits views that challenge his or her deeply held positions.	
		AL3.3	My leader displays emotions exactly in line with my feelings.	
		AL3.4	My leader knows when it is time to re-evaluate his or her position on important issues.	
	Relational transparency (AL4)	AL4.1	My leader admits mistakes when they are made.	
		AL4.2	My leader listens carefully to different points of view before coming to conclusions.	
		AL4.3	My leader asks me to take positions that support my core values.	
		AL4.4	My leader shows he or she understands how specific actions impact others.	

Variable	Dimension	Code	Measurement item	Source
Perceived Organizational Support (POS)	Value recognition (POS1)	POS1.1	I feel valued and rewarded when I perform 'above and beyond' my stated job duties	(Eisenberger, et al., 1986) (Rhoades & Eisenberger, 2002)
		POS1.2	This company has a culture of recognition for excellent performance	
		POS1.3	This company provides fair compensation and benefits in return for my contribution to the company	
	Job support (POS2)	POS2.1	When I first started working here, this company provided the necessary onboarding information and training	
		POS2.2	This company has a culture that allows me to develop my professional skills	
		POS2.3	This company provides me with the tools I need to help me grow and navigate my career	
	Care about interests (POS3)	POS3.1	It is easy to find out another career opportunity that is available for me at this company	
		POS3.2	Diversity is valued at this company	
		POS3.3	The benefit I received at this company meet my needs.	
Turnover Intention (TI)	Likelihood of quitting the current job (TI1)	TI1.1	Are you considering quitting your current job?	(Michaels & Spector, 1982) (Li & Li, 2000)
		TI1.2	Do you want to find other jobs of the same nature?	
		TI1.3	Do you want to find other jobs of different nature?	
	Likelihood of obtaining an outside job (TI2)	TI2.1	Given your current situation and conditions, how likely do you think you are to find a suitable position in another organization?	
		TI2.2	If you know there is a suitable job vacancy for you in another organization now, how likely are you to get the job?	
		TI2.3	Will you quit your current job?	

Source: Author, 2023

9. FINDINGS, ANALYSIS, AND DISCUSSION

6.1. Pilot Study

The pilot test, which took place from March 23rd to March 25th, 2023, received 58 responses out of a target of 30. As a result, the researcher utilized the study's validity based on the number of respondents (N=58, Alpha = 95%, and r-table 0,2542). Based on the questionnaire feedback received, data showed that the value in both the validity and reliability test achieved a minimum number of the requirement which was above 0.3 for Pearson's Correlation and above 0.7 for Cronbach's alpha (Sekaran & Bougie, 2010). Therefore, the pilot study indicated that the findings of the validity and reliability of the two-tailed test were reliable.

6.2. Respondents Profile

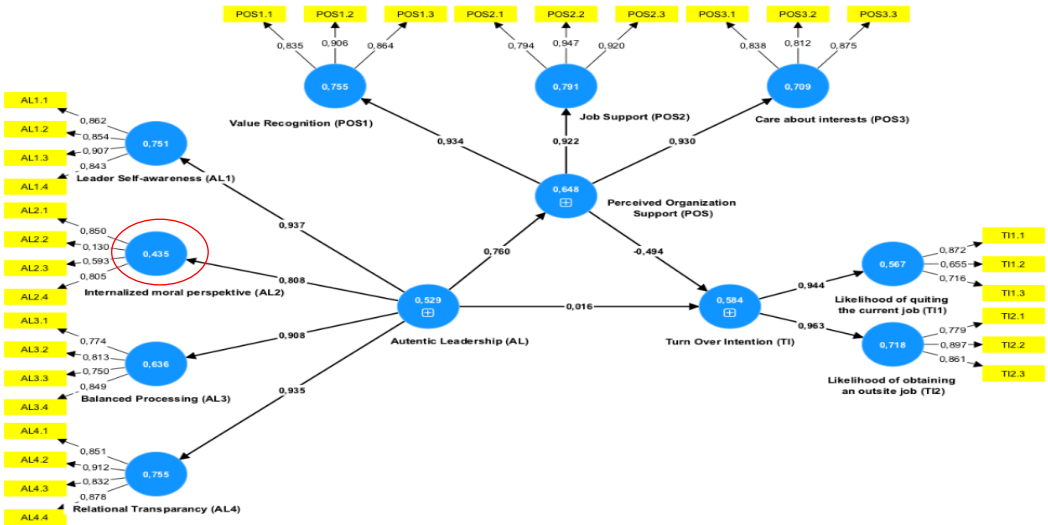
This study focuses on the youngest workforce, Generation Z (born between 1995 and 2016) from Greater Jakarta (Jabodetabek area) who have worked for at least three months as desired purposive sampling criteria. The questionnaires were distributed over 10 days to Gen Z in Greater Jakarta via the WhatsApp application. the researcher discarded several samples that did not meet the criteria. Due to outlier exclusion, the total data is 109 to proceed.

6.3. Descriptive Statistics

Descriptive analysis is to describe and summarize the data set's main characteristics and variables from the respondents' perspective. For all variables, the independent variable is Authentic Leadership (AL), while the dependent variables are Turnover Intention (TI), and Perceived Organization Support (POS) as the mediating role. All variables were measured on 5-point Likert scales. The result shows that no 'N' is missing because each indicator has 109 responses. And The received data of responses in Table 4.4 shows that all values are less than 0, indicating that the distribution of variables is negatively skewed toward the right tail. As none of the skewness values is larger than 1 means the data is considered normal (Hair et al. 2010).

6.4.Measurement Model Evaluation

The researcher examined the outer model of each indicator and dimension in this study. The author used PLS-SEM software to test the outer loading factor for each indicator and then analyzed it using the Heir algorithm.



Initial Research Model with Average *Variance E*xtracted (AVE)

Source: PLS-SEM Report by Author, 2023

The first evaluation criteria are summarized in above Figure '*Initial Research Model with Average Variance Extracted (AVE)*', which shows the value of the outer loading factor for all 9 reflective dimensions as a constructs measure of 3 variables: Authentic Leadership (AL), Perceived Organizational Support (POS), and Turnover Intention (TI). If the value of the outer loading factor is greater than 0.70, it is considered to be high consistency and valid (Ulum et al., 2008). The findings indicate that the majority of the requirements have been met and supported by outer loading factors more than 0.70, reflecting indicators, and variables that demonstrate the model's internal consistency. The indicator of Internalized moral perspective (AL2), which has an outer loading factor of 0.653, stands out from the rest of the indicators with outer loading values higher than 0.70. Given the other evaluation criteria and the indication's low outer loading factor value, this indicator was likely invalid.

Following the evaluation of the outer loading factor criteria, the second criterion to be assessed is the internal consistency or reliability using a measurement composite reliability and/or Cronbach's alpha coefficient tests (Hair et al., 2014). Cronbach's alpha has a range of 0 to 1, and it is widely accepted that a value of 0.70 or higher is acceptable (Kamis et al., 2020). Cronbach's alpha values were greater than 0.70 indicating that the model has internal consistency.

The initial research model constructs validity and reliability reflected in all three dimensions, including each reflective indicator, as follows:

Table. Construct Validity and Reliability (1st Version)

Variable	**Dimension**	**Cronbach's alpha** *(valid >0.7)*	**Composite reliability (rho_a)** *(valid >0.7)*	**Composite reliability (rho_c)** *(valid >0.6)*	**Average variance extracted (AVE)** *(valid >0.5)*
Authentic Leadership (AL)	AL	0.930	0.949	0.942	0.529
	AL1	0.889	0.893	0.923	0.751
	AL2	**0.575**	**0.673**	0.715	**0.435**
	AL3	0.809	0.818	0.875	0.636
	AL4	0.891	0.893	0.925	0.755
Perceived Organizational Support (POS)	POS	0.931	0.934	0.943	0.648
	POS1	0.837	0.843	0.902	0.755
	POS2	0.865	0.878	0.919	0.791
	POS3	0.794	0.799	0.879	0.709
Turnover Intention (TI)	TI	0.853	0.872	0.892	0.584
	TI1	**0.609**	**0.637**	0.795	0.567
	TI2	0.803	0.817	0.884	0.718

Source: PSL-SEM Report by Author, 2023

Nine reflective dimensions have been examined to support the variables by research models. According to (Hair et al., 2014), the acceptable value of composite reliability and/or Cronbach's alpha coefficient is higher than 0.70. According to Table '*Construct Validity and Reliability (1st Version)*' above, there are two dimensions with composite reliability and/or Cronbach's alpha coefficient below 0.70. They are associated with Internalized moral perspective (AL2) and the Likelihood of quitting the current job (TI1). AL2 has 0.575

Cronbach's alpha and 0.673 Composite reliability (rho_a) while TI1 showed a low value of 0.609 Cronbach's alpha and 0.637 Composite reliability (rho_a). Therefore, based on data in this study AL2 appears to be unimportant in the context of the GenZ population in Indonesia. Therefore, this dimension was ignored.

Consistent with the decision to eliminate AL2 based on three evaluation criteria —from the outer loading factor to the convergent validity assessment—the decision to remove AL2 from the research model will not change the model since the variable of Authentic Leadership (AL) still has three reflective dimensions. However, removing indicators from measurement models involves some additional considerations as explained by (Hair et al., 2017). Meanwhile, different conditions with Turnover Intention (TI) with only two reflective dimensions; if the researcher eliminated TI1, only one reflective dimension would remain which would not be possible to have only one dimension. Furthermore, the AVE value of TI1 is 0.567 which is still higher than 0.5 as a prerequisite. As a result, the researcher decided to change TI as the first order by removing the TI1 and TI2 as dimensions instead. As a result, the researcher depicted the updated model following the reconstruction of the research model for further process.

The reliability and validity construction values must be recalculated after the initial research model was reorganized. The AL2 dimension will no longer be included in the model, the researcher has concluded. Similar methods were used for the TI1 and TI2 dimensions, however for the TI dimension, the researcher elected to eliminate both TI1 and TI2 and replace them with indicators at the first level and TI as a dimension. Following pigure is the result of those modifications to the second-order version.

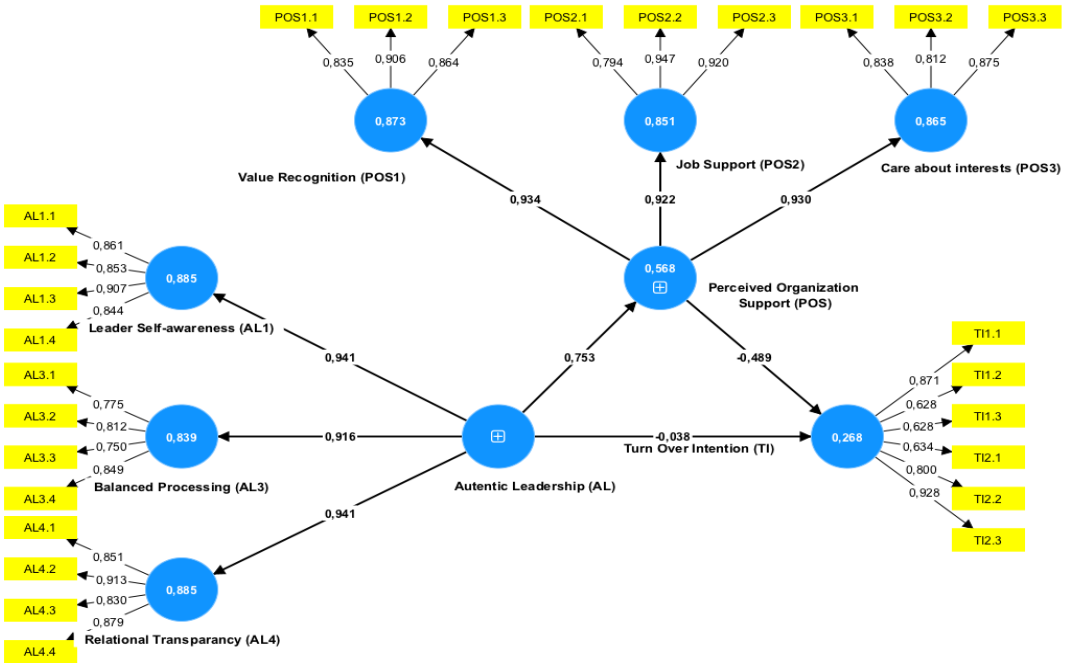


Figure. Second Order Modification Research Model (2nd Version)

Source: Source: PLS-SEM Report by Author (2023)

6.5.Hypothesis Testing

SmartPLS3 was utilized to evaluate the significance of the path coefficients and test the hypothesized correlations. By calculating empirical T values that are significant at a given probability of error if they are larger than the critical value (T distribution values), the bootstrapping method determines the significance of path coefficients (Hair et al., 2014). This study used the following critical values for one-tailed tests in which the T-value is 1.65, and the P-value 0.05 (significance level= 5%). As an initial study, the following direct hypothesized relationships were tested:

H1: Authentic Leadership negatively affects Turnover Intention
H2: Authentic Leadership positively affects Perceived Organizational Support
H3: Perceived Organizational Support affects Turnover Intentions.
H4: Perceived Organizational Support has mediating effects between Authentic Leadership and Turnover Intentions

The above hypothesis was tested using the bootstrapping test, and to summarize the findings:

Table. Hypothesis Testing Result

Ha	Relationship	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values	Confident interval		Result
							5.0%	95.0%	
Direct Effect									
H1	AL ▶ TI	-0.044	-0.046	0.181	0.241	**0.405**	-0.344	0.259	Rejected
H2	AL ▶ POS	0.752	0.751	0.055	13.694	0.000	0.653	0.831	Accepted
H3	POS ▶ TI	-0.485	-0.495	0.158	3.078	0.001	-0.749	-0.227	Accepted
Indirect Effect									
H4	AL ▶ POS ▶ TI	-0.365	-0.372	0.125	2.920	0.002	-0.581	-0.170	Accepted

Source: PLS-SEM Report by Author, 2023

7. CONCLUSION AND RECOMMENDATION

The strategic goal of this research is to examine the effect of Authentic Leadership Style and Perceived Organization Support as a mediating effect on Turnover Intention among Gen Z. Gen Z as the object and respondents of the study, the disseminated questionnaire received 116 respondents through the online survey conducted in the Jabodetabek area, using non-probability purposive sampling. After exclusion criteria of the study, some of the respondents who completed the questionnaire did not meet the criteria and the data were discarded. Hence the overall data is 109 respondents to continue because the outliers were excluded.

From the strategic objectives of the study, the researcher developed four hypotheses. The primary goal of this study is to analyze and examine the effect of Authentic Leadership (AL) on Turnover Intention (TI) amongst Gen Z. And it is expected that Authentic Leadership (AL) negatively affects Turnover Intentions (TI). The findings indicated that there was no significant effect of Authentic Leadership (AL) on Turnover Intention (TI) among Gen Z therefore, it was discovered that the hypothesis was rejected. The respondents did not believe that the Authentic Leadership (AL) trait alone was significant in lowering Turnover Intention (TI).

The second goal of this study is to analyze Authentic Leadership (AL) positively affects Perceived Organizational Support (POS). The findings indicated that the hypothesis is accepted.

It was demonstrated that Authentic Leadership (AL) had a significant and positive effect on Perceived Organizational Support (POS). A positive and solid relationship between Gen Z and the leader cultivates and establishes a positive working environment. Gen Z values organizations and leaders who treat them with respect, equity, and inclusion, which were revealed in the Authentic Leadership (AL). When it comes to Authentic Leadership (AL) styles, Generation Z will have more freedom of expression and an openness to understanding diverse types of individuals.

The third goal is to analyze the effect Perceived Organizational Support (POS) affects Turnover Intentions (TI). The finding confirmed that the hypothesis is accepted. Perceived Organizational Support (POS) has a considerable beneficial effect on job satisfaction and organizational commitment, resulting in a lower Turnover Intention (TI). The value recognition, job support and care about interest have a positive effect on the duties they perform on a regular basis. Recognition will continue to foster positive motivation to work, and job support may assist employees in managing and performing their jobs. Lastly, care about interest also demonstrates the organization's support for employee for the future career and personal development.

The fourth goal is to investigate the Perceived Organizational Support (POS) has mediating effects between Authentic Leadership (AL) and Turnover Intentions (TI). The study revealed that the hypothesis is accepted that Perceived Organizational Support (POS0 has a full mediating effect. The results discovered there is a strong negative relationship of Authentic Leadership (AL) toward Turnover Intention (TI) with Perceived Organizational Support (POS) as mediating factor.

In conclusion, the researchers discovered that Authentic Leadership (AL) has no impact if it operates independently, on the other hand it turns to be significant when it is accompanied by positive Perceived Organizational Support (POS). As a result of the entire mediation effect, Perceived Organizational Support (POS) is a crucial and important element between Authentic Leadership (AL) and reduction of Turnover Intention (TI) among Gen Z.

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Financial Performance Analysis of PT Kimia Farma Tbk (KAEF) and PT Indofarma Tbk (INAF) Year 2018- 2022

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ABSTRACT

COVID-19 pandemic in Indonesia has presented health challenges that have created potential opportunities for pharmaceutical companies due to increased reliance on medicines and medical devices. Indonesia's pharmaceutical market has experienced rapid growth in the Southeast Asia region, driven by the country's large population of over 265 million people and the implementation of the Indonesia's Universal Healthcare Program (JKN) in 2014. This study aims to evaluate the financial health of two pharmaceutical companies, PT Kimia Farma Tbk (KAEF) and PT Indofarma Tbk (INAF), listed on the Indonesia Stock Exchange.

This study analyzes data from the period of 2018 to 2022, collected from the official company websites. Various financial ratios, including profitability ratios, solvency ratios, liquidity ratios, and activity ratios, were investigated. The results indicate a significant decline in the financial health of both PT Kimia Farma Tbk and PT Indofarma Tbk over the research period. Kimia Farma Tbk's financial health deteriorated from level A (Healthy) in 2018 to level BB (Unwell) in 2022, while Indofarma Tbk experienced a decline from level A (Healthy) in 2018 to level B (Unwell) in 2022.

This study highlights the potential opportunities within the pharmaceutical industry during the COVID-19 pandemic. However, it also reveals the negative impact faced by PT Kimia Farma Tbk and PT Indofarma Tbk, resulting in a decline in their financial health. Therefore, it is crucial for both companies to implement stringent monitoring and evaluation measures, as stipulated by the Decree of the Ministry of State-Owned Enterprises, to address their financial challenges effectively.

Keywords: Financial Performance, Financial Ratios, Pharmaceutical Companies

INTRODUCTION

On January 30, 2020, the World Health Organization (WHO) declared 2019-nCOV to be a Public Health Emergency of International Concern (PHEIC), due to the significant increase in confirmed new cases in various countries. The government policies which have been announced to the public include the formation of a special COVID-19 taskforce; instructions on how to use face masks; physical and social distancing rules; an announcement to encourage research and innovation related to fighting against the COVID-19 pandemic. Pandemic has opened our eyes to the importance of medicines, medical devices and healthcare workers. Due to the increasing demand over the pandemic, besides Indonesia is home to more than 265 million people (BPS, 2020), the Government committed to reforming and has included the medical device and pharmaceutical sectors as part of the priority sector in an effort to realize the Making Indonesia 4.0 program. The President also said at the annual plenary meeting of Indonesia's Consultative Assembly, that fundamental reforms in the health sector must be accelerated (Kemenpora, 2021).

In the midst of the substantial economic decline triggered by the COVID-19 outbreak, the chemical, pharmaceutical, and traditional medicine sectors still managed to grow 8.65% in the second quarter 2020, and 5.59% throughout the first half of the year (AHK Indonesien, 2020). Government spending for the healthcare budget continues to rise with 18.3% growth (CAGR 2016-2021), indicating the higher demand for healthcare services and products, which will benefit pharmaceutical, hospital, clinical lab and medical player. One of them is Indonesia's Universal Healthcare Program (JKN) rollout which covers up to 82.3% Indonesian population in Mar-2021.

BUMN or State Owned Enterprise (SOE) have participated in paying special attention to the pharmaceutical sector since the 2020 pandemic by establishing a pharmaceutical holding with the parent holding Bio Farma and consisting of PT Kimia Farma Tbk. (KAEF) and PT Indofarma Tbk (INAF). The establishment of the pharmaceutical holding has been stated in PP or Government Regulation Number 76 of 2019 concerning the addition of the Republic of Indonesia State Equity Participation into PT Bio Farma's Share Capital which was issued on October 15, 2019 and Decree of the Minister of Finance or Keputusan Menteri Keuangan (KMK) Number 862/KMK. 06 / 2019 regarding Stock Inbreng.

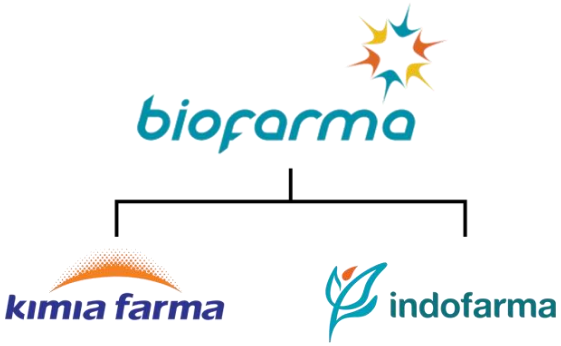

Figure 1. KAEF and INAF under parent holding Bio Farma

One of the measurements that can be used to analyze the company performance is through the financial reports. This study aims to measure the financial performance of PT Kimia Farma Tbk (KAEF) and PT Indofarma Tbk (INAF) by analyzing the annual financial analysis report from 2018 to year 2022. There are several financial ratios that can be utilized as the measurement of financial performance. The ratios that were used are Profitability Ratio, Liquidity Ratio, Activity Ratio, Solvency Ratio.

1. LITERATURE REVIEW

1.1. Pharmaceuticals Industry in Indonesia

The pharmaceutical industry is an industry that is very vital for the survival of people in a country. The chemical, pharmaceutical and traditional medicine industries have actually accelerated during the Covid-19 pandemic. Demand for medicines, especially vaccines and traditional medicines to maintain body health, has increased during the pandemic, making this industry reach its highest level in the last 9 years.

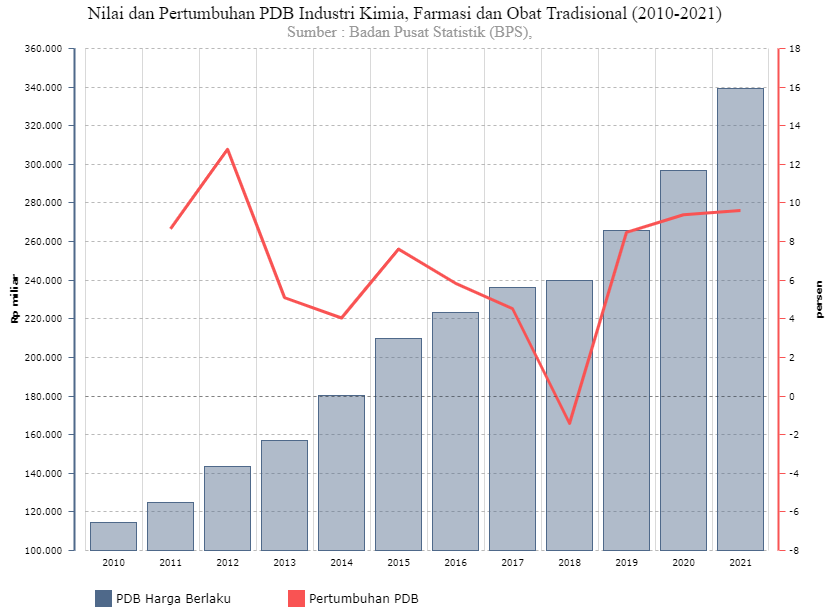

Figure 1. Value and GDP Growth of Chemical, Pharmaceutical and Traditional Medicine Industries 2010-2021 (Kusnandar, March 29, 2022)

The Central Statistics Agency (BPS) reports that the domestic product (GDP) of the chemical, pharmaceutical and traditional medicine sub-sector at current prices (ADHB) will reach IDR 339.18 trillion in 2021. This value accounts for 11.51% of the GDP of the national non-oil and gas processing industry which reached IDR 2.95 quadrillion. If measured by GDP at constant prices (ADHK) in 2010, the chemical, pharmaceutical and traditional medicine industries grew 9.61% to Rp233.87 trillion in 2021 compared to 2020. The sector's growth was the highest since 2013. The improvement in this achievement was in line with public consumption spending on health and education which also grew 1.7% 2021 (Kusnandar, March 29, 2022). Indonesia is also one of the fastest-growing pharmaceutical markets in Asia

with pharmaceutical market size was $8.6 billion in 2021 and the medical devices market size was $3.6 billion in 2021 (Global Data, September 5, 2022), this makes Indonesia the largest pharmaceutical market in the ASEAN region.

According to data from the Ministry of Health, until 2021, there are 241 pharmaceutical manufacturing industries, 17 pharmaceutical raw material industries, 132 traditional medicine industries, and 18 natural product extraction industries. The growth of medical equipment production facilities also continues to increase. From 2015 to 2021, the number of companies producing medical devices increased from 193 to 891 companies. Indonesia also exports pharmaceutical products and medical devices to several countries, namely the Netherlands, England, Poland, Nigeria, Cambodia, Vietnam, Philippines, Myanmar, Singapore, South Korea, and the United States (OSS Ministry of Investment, February 6, 2022).

In 2020, Ministry of State Owned Enterprise (SOE) forming a pharmaceutical holding with the parent holding Bio Farma and consisting of PT Kimia Farma Tbk (KAEF) and PT Indofarma Tbk (INAF) as members. The purpose of establishing this pharmaceutical holding is to strengthen the independence of the national pharmaceutical industry, reduce imports of pharmaceutical raw materials, increase product availability, by creating joint innovation in the supply of pharmaceutical products.

PT Kimia Farma Tbk is the first pharmaceutical industry company in Indonesia which was founded in October 16, 1817, the Government of the Republic of Indonesia merged a number of pharmaceutical companies to become PNF (State Pharmaceutical Company) Bhinneka Kimia Farma. Then on August 16, 1971, the legal entity form of PNF was changed to a Limited Liability Company, so the company name changed to PT Kimia Farma (Persero). On July 4, 2001, PT Kimia Farma (Persero) again changed its status to a public company, PT Kimia Farma (Persero) Tbk and changed to PT Kimia Farma Tbk, as of February 28, 2020 until now. Kimia Farma Tbk is engaged in various aspects of the pharmaceutical business, including the production, distribution and retailing of pharmaceutical products. The company operates in multiple segments, including ethical drugs, over-the-counter drugs, consumer health products, and healthcare services.

PT Indofarma Tbk is a pharmaceutical company established in August 6, 1918, that got the first initial public offering at Indonesia Stock Exchange (BEI) in 2001. The company operates in various segments, such as ethical drugs, generic drugs, consumer health products, and medical devices.

2. Previous Research

Financial ratio analysis (FRA) is a good evaluation method to measure company performance (Megaladevi, 2015) and believed to be utilized to predict company in the future. According to (Ross et al., 2010) the financial ratio was a calculation that used variables commonly found on financial statements to assess and measure the performance of each department and managers of multi-level companies, evaluating competitive of rivals, and for projecting the future through supplying historical financial information to get potential investors. FRA is based on an accountable analysis of information, especially on the balance sheet, income

statement, cash flow statement and statement of financial position (Cubaque-zorro et al., 2014). This method is usually employed by companies to compare their performances against competitors. A number of empirical studies on the financial ratio of different industries can be found and studied (Tarawneh, 2006). Daryanto, W.M & Samidi, S (2018) conducted the study of financial health condition for SOEs of Energy and Mineral Resources.

There are several studies that have discussed the use of financial ratio analysis to see the financial performance of companies in the palm oil industry. In research (Kurniati, Rudianti, & Nugroho, 2022) which also uses PT. Kimia Farma Tbk. and PT. Indofarma Tbk companies as a sample, it shows that PT. Kimia Farma Tbk has a better financial performance than PT. Indofarma Tbk on Q1 2020 and Q2 2020. Another study conducted on the effects of financial ratios on pharmaceuticals companies such as (Daryanto & Daryanto, 2019) which two are pharmaceutical SOEs and two others are private companies, and the result shows that the four companies have achieved financial health condition levels based on the SOE Decree, with rank ratings during 2010-2017 : 1). Kimia; all AA levels; 2). Bio; AAA for the first three years; and AA for the last five years; 3). Kalbe; AAA for the first six years; and AA for the last two years; and 4). Darya; all AA levels. Both SOEs and private companies were successful in managing their business. Other studies such as (Annisa & Hirawati, 2022), which compared financial performance in PT Kimia Farma Tbk and PT Kalbe Farma Tbk in 2018-2021, showed that the financial performance record of PT Kalbe Farma Tbk was better than that of PT Kimia Farma Tbk in terms of liquidity ratios, solvency ratios and profitability ratios. Meanwhile, based on the market value ratio, the financial performance of PT Kimia Farma Tbk is better than that of PT Kalbe Farma Tbk.

3. The Decree of Ministry of State-owned Enterprises

The definition of SOE, according to Indonesian Law No. 19/2003, is an entity whose entire or most of its capital is owned by the state through direct participation originating from separated state assets. Article 1 Paragraph 2 states that a limited liability company is a state-owned company in the form of a limited liability company whose capital is divided into shares of which the Republic of Indonesia owns all or at least 51% of the shares intending to pursue profit. The decree of the Ministry of State-owned Enterprises No. KEP-100/MBU/2002 provides a regulatory framework to measure financial health based on financial ratios. Besides, the growth of business should be supported by good infrastructure and an evaluation system to measure the efficiency and level of competition among SOEs. This financial evaluation applies to all SOEs in the financial and non-financial industry.From the financial aspect, total weight score for infrastructure is 50 and non-infrastructure is 70, which consist of the calculation is eight financial ratios: return on equity (ROE), return on investment (ROI), cash ratio, current ratio (CR), collection period (CP), inventory turnover (ITO), total asset turnover (TATO), total equity to the total asset (TETA). Figure 2 is the indicators that are assessed and each weighted on the financial aspect for the non-infrastructure industry.

4. Research Method

To accomplish this study, descriptive financial ratio analysis based on the Decree of the Ministry of SOE No. KEP-100/MUBU/2002 is used to measure, describe and analyze the financial performance of two pharmaceutical companies in Indonesia which is listed on the IDX, and are state-owned companies, namely PT Kimia Farma Tbk and PT Indofarma Tbk, which refer to information on the 2018-2021 annual financial reports. The data used was collected from the company's official website using the period 2018 – 2022. The assessment concludes the financial health condition level of these companies whether in the levels of very healthy (AAA, AA, A), or healthy (BBB, BB, B), or unhealthy (CCC, CC, C).

Table 1. The Indicator of Weight Score

	Indicators	Weight Score
1.	ROE	20
2.	ROI	15
3.	Cash Ratio	5
4.	Current Ratio	5
5.	Collection Period	5
6.	Inventory Turnover	5
7.	Total Asset Turnover	5
8.	Total Equity to Total Asset	10
Total Weight Score		**70**

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

4.1. Profitability Ratio

4.1.1. Return on Equity

Profitability Ratio is the ratio that shows the company's ability to earn their profit. Return on Equity is used to know how efficiently company can earn profit from its equity, the higher ROE obtained by the company, the better company can generate profit from the company's equity.

4.1.2. Return on Investment

Return on Equity (ROE) = (Net Income/Total Shareholder's Equity) x

Return on Investment most is used to measure how success company can generate their profit divide to cost of investment. The effectiveness of the company in managing their investment to earn income can be measured in this ratio.

Return on Investment = (EBIT + Depreciation / Capital Employed)

Table 2 shows the list of ROE and ROI Assessment Score to get the number of indicator of Decree of Ministry of SOE No.KEP 100/MB/2002.

Table 2. List ROE and ROI Assessment Score

ROI (%)	Score
18 < ROI	15
15 < ROI <=18	13,5
13 < ROI <= 15	12
12 < ROI <=13	10,5
10,5 < ROI <= 12	9
9 < ROI <= 10,5	7,5
7 < ROI <= 9	6
5 < ROI <= 7	5
3 < ROI <= 5	4
1 < ROI <=3	3
0 < ROI <= 1	2
ROI < 0	1

ROE (%)	Score
15 < ROE	20
13 < ROE <= 15	18
11 < ROE <= 13	16
9,0 < ROE <= 11	14
7,9 < ROE <= 9	12
6,6 < ROE <= 7,9	10
5,3 < ROE <= 6,6	8,5
4,0 < ROE <= 5,3	7
2,5 < ROE <= 4	5,5
1,0 < ROE <= 2,5	4
0 < ROE <= 1	2
ROE < 0	0

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

4.2. Liquidity Ratio

4.2.1. Cash Ratio

Cash ratio is used to measure how can the company has an ability to pay short-term debt compare to cash that company has. If the company has the equal number of cash with the debt, shows that company has an ability to pay the debt. The more Cash Ratio of company, the better company cover the debt.

Cash Ratio = (Cash + cash equivalents/Current Liabilities) x 100%

4.2.2. Current Ratio

Current ratio can be used by the company to measure their ability to cover the short-term debt that refer to their current asset. The higher Current Ratio of the company, indicate the company has more ability to pay the short-term debt.

Current Ratio = (Current Asset/Current Liabilities)

Table 3 shows the list of cash ratio and current ratio assessment score, the higher score of this ratio the better performance its company.

Table 3. List Cash Ratio and Current Ratio Assessment

Cash Ratio (%)	Cash Ratio (%)	Cash Ratio (%)	Cash Ratio (%)
Cash Ratio >= 35	5	125 <= Current Ratio	5
25 <= Cash Ratio < 35	4	110 <= Current Ratio < 125	4
15 <= Cash Ratio < 25	3	100 <= Current Ratio < 110	3
10 <= Cash Ratio < 15	2	95 <= Current Ratio < 100	2
5 <= Cash Ratio < 10	1	90 <= Current Ratio < 95	1
0 <= Cash Ratio < 5	0	Current Ratio < 90	0

Source: The decree of Ministry of SOE No. KEP

4.3. Activity Ratio

4.3.1. Collection Period

This ratio is used by the company to monitor how company can collect account receivable that convert to the cash. The lower of collection period of the company is better since account receivable can be collected faster by the company to get cashflow. In the table 4 shows the assessment score of Collection Period.

Collection Period = (Average Accounts Receivables/Sales Revenue) x 365

Table 4. List Collection Period Assessment

Collection Period (CP in days)	Adjustment (days)	Score
CP <= 60	CP > 35	5
60 < CP <= 90	30 < CP <= 35	4,5
90 < CP <= 120	25 < CP <= 30	4
120 < CP <= 150	20 < CP <= 25	3,5
150 < CP <= 180	15 < CP <= 20	3
180 < CP <= 210	10 < CP <= 15	2,4
219 < CP <= 240	6 < CP <= 10	1,8
240 < CP <= 270	3 < CP <= 6	1,2
270 < CP <= 300	1 < CP <= 3	0,6
300 < CP	0 < CP <= 1	0

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

4.3.2. Inventory Turnover

Inventory Turnover is ratio that can measure the efficiency of the company in managing the inventory. The higher this ratio the better company to make the efficiency of inventory. The assessment score of Inventory Turnover has been showed in Table 5.

Inventory Turnover = Cost of Goods Sold / Average

Table 5. List Collection Period Assessment Score

Inventory Turnover (IT in days)	Adjustment (days)	Score
IT <= 60	30 < IT	5
60 < IT <= 90	30 < IT <= 35	4,5
90 < IT <= 120	25 < IT <= 30	4
120 < IT <= 150	20 < IT <= 25	3,5
150 < IT <= 180	15 < IT <= 20	3
180 < IT <= 210	10 < IT <= 15	2,4
219 < IT <= 240	6 < IT <= 10	1,8
240 < IT <= 270	3 < IT <= 6	1,2
270 < IT <= 300	1 < IT <= 3	0,6
300 < IT	0 < IT <= 1	0

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

4.3.3. Total Asset Turnover (TATO)

This ratio, Total Asset Turnover (TATO), can measure the efficiency of the company regarding the company's asset that can generate sales. In table 6 shows the list assessment of TATO score.

TATO = (Revenue / Capital Employed) x 100%

Table 6. List Total Asset Turnover (TATO) Assessment **Score**

TATO = x (%)	Adjustment (days)	Score
120 < x	20 < x	5
105 < x <= 120	15 < x <= 20	4,5
90 < x <= 105	10 < x <=15	4
75 < x <= 90	5 < x <=10	3,5
60 < x <= 75	0 < x <=5	3
40 < x <= 60	x <=0	2,5
20 < x <= 40	x < 0	2
x <= 20	x < 0	1,5

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

4.4. Solvency Ratio

4.4.1. Total Equity to Total Asset (TETA)

This ratio can measure the efficiency of company's equity toward the asset company has. The higher value of this ratio, the better company's performance. The assessment of TETA has been illustrated in table 7.

TETA = (Total Equity / Total Asset) x 100%

Table 7. List Total Equity to Total Asset (TETA) Assessment **Score**

TETA	Score
x < 0	0
0 <= x < 10	4
10 <= x < 20	6
20 <= x < 30	7,25
30 <= x < 40	10
40 <= x < 50	9
50 <= x < 60	8,5
60 <= x < 70	8
70 <= x < 80	7,5
80 <= x < 90	7
90 <= x < 100	6,5

Source: The decree of Ministry of SOE No. KEP 100/MBU/2002

5. RESULT AND DISCUSSION

5.1. Profitability Ratio

The Profitability Ratio used in this study uses two ratios, specifically the Return on Equity (ROE) and Return on Investment (ROI) ratios, in compliance with the Decree of the Ministry of State-Owned Enterprises No.KEP-100/MBU/2020. Both Kimia Farma Tbk and Indofarma Tbk witnessed a decline in their profitability growth, evident from the decreasing values of ROE and ROI from 2018 to 2022.

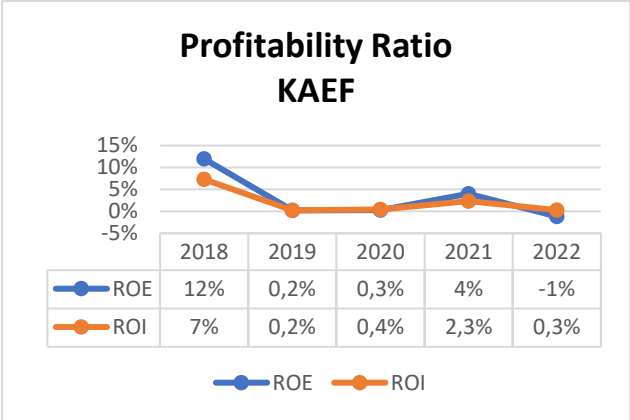

Figure 3. Profitability Ratios PT Kimia Farma Tbk (Author, 2023)

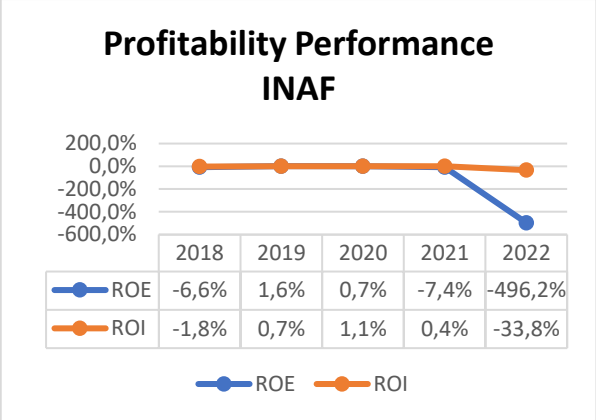

Figure 4. Profitability Ratios PT Indofarma Tbk (Author, 2023)

In 2018, it is illustrated in the figure 3 and 4 that Kimia Farma Tbk has a greater ROE and ROI value than in subsequent years, and also in the same year, when compared to Indofarma Tbk, Indofarma Tbk has a lower ROE of -6.6%. Over 3 years, 2019-2021, Kimia Farma Tbk's ROI growth has increased by more than 2%, although at the end of 2022, this figure has been corrected to 0.3%. Furthermore, Indofarma Tbk experienced a sharp decline at the end of the year with negative ROI and ROE ratios.

5.2 Liquidity Ratio

The Liquidity Ratio is utilized in assessing a company's ability to fulfill its short-term obligations. In this study the liquidity ratios used were Cash Ratio and Current Assets from 2018 - 2022. During this period, Kimia Farma Tbk witnessed a 19% greater decline in Current Assets compared to Indofarma Tbk.

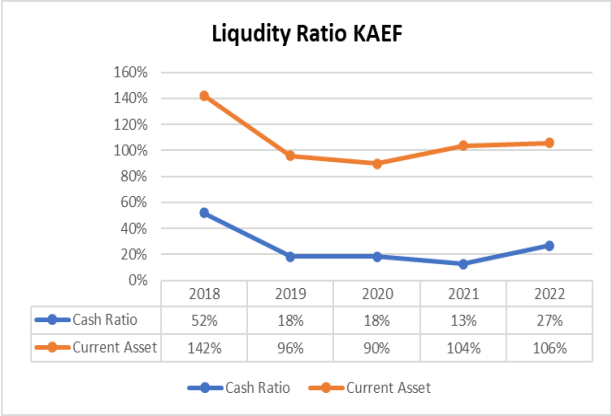

Figure 5. Liquidity Ratio PT Kimia Farma Tbk (Author, 2023)

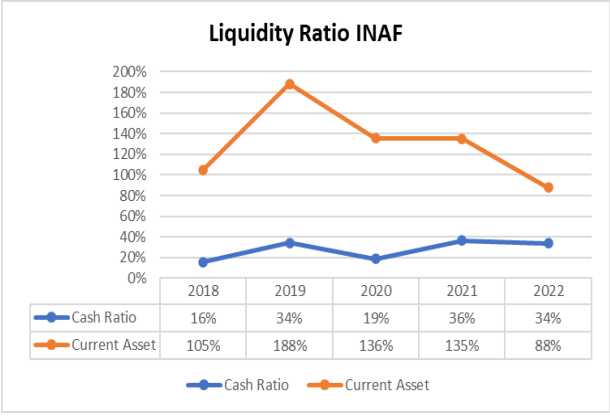

Figure 6. Liquidity Ratios PT Indofarma Tbk (Author, 2023)

In 2019, as shown in Figure 6, Indofarma Tbk's current ratio reached its highest value of 188%, grew by around 83% from the initial 105%, but subsequently experienced a significant

decrease to 88% by the end of the year. Conversely, the Cash Ratio at Indofarma Tbk demonstrated a noteworthy increase of more than 100% over the five-year period, reaching 34% in 2022, although there was a decrease in 2020 of around 15% from the previous year.

When comparing the current ratio in Figure 5, Kimia Farma Tbk displayed a higher current ratio than Indofarma Tbk at the end of this period, although it experienced a greater decline over the last five years. Concerning Kimia Farma Tbk's Cash Ratio, despite a significant decrease from 2018 to 2021, there was a subsequent increase of 27% in the Cash Ratio of Kimia Farma Tbk

5.3 Activity Ratio

The effectiveness of a company in assessing sales performance in relation to existing inventories and assets was measured during the period from 2018 to 2022. The Figure 7 shows that Kimia Farma Tbk has a superior performance related to managing asset efficiency within the company by measuring the collection period, inventory turnover. Meanwhile, related to total asset turnover, Kimia Farma Tbk has a lower figure than Indofarma Tbk.

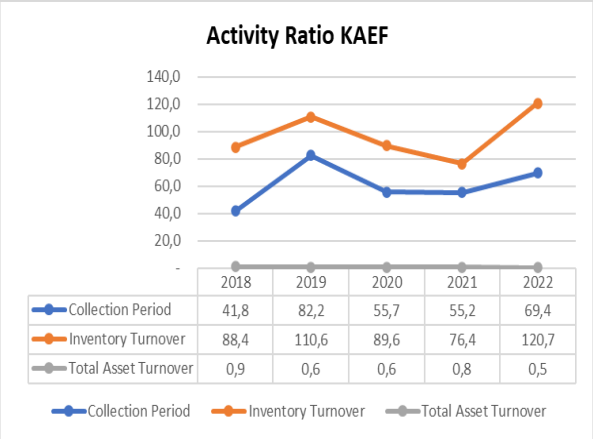

Figure 7. Activity Ratio PT Kimia Farma Tbk (Author, 2023)

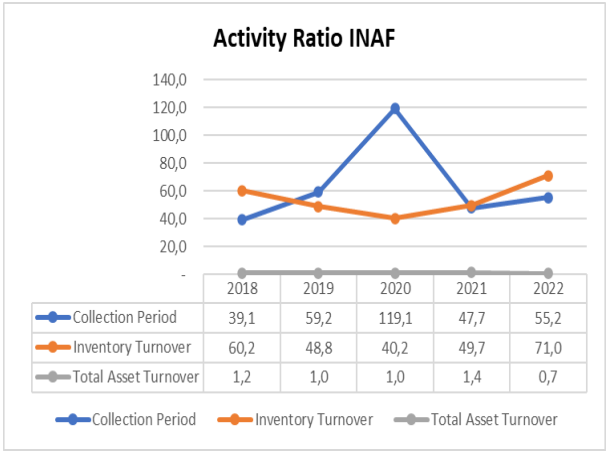

Figure 8. Activity Ratios PT Indofarma Tbk (Author, 2023)

In Figures 7 and 8 it is illustrated the growth in the value ratio which is quite volatile between these two companies. Indofarma Tbk reached its peak value of 119 in 2020, representing an 80% growth compared to the initial period. However, the collection period experienced a sharp decline to 47.7 in the following year. Conversely, Kimia Farma Tbk reached its peak collection period at 110 and subsequently decreased, reaching 69.4 in 2022, which is approximately 14% higher than Indofarma Tbk.

In regard to Inventory Turnover, Indofarma Tbk initially experienced a decline but stabilized in the subsequent period, ultimately increasing to 71% by the end of the year. Similarly,

Kimia Farma Tbk observed an increase of around 40% in inventory turnover by the end of the year. Furthermore, these two companies experienced a gradual decline in Total Asset Turnover during the period from 2018 - 2022.

5.4 Equity Ratio

This measurement compares equity and assets, and the growth of the Equity Ratio of the both companies is illustrated in Figure 9. Kimia Farma Tbk demonstrates a relatively stable value of the Equity Ratio over the past five years, while Indofarma Tbk exhibits higher volatility. A lower value indicates better company performance.

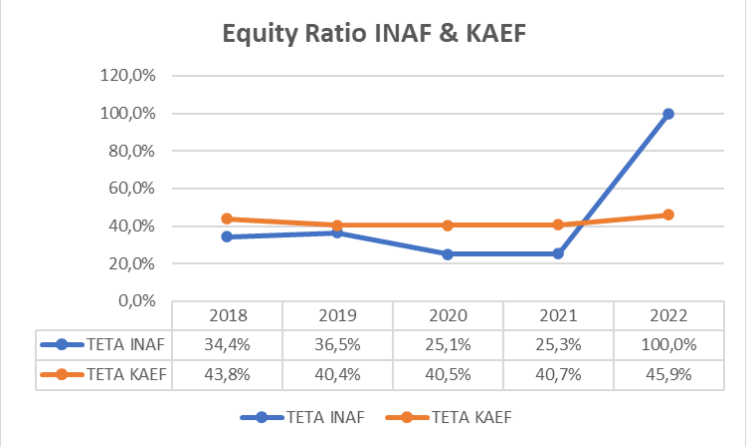

Figure 9. Equity Ratio PT Indofarma Tbk dan Kimia Farma Tbk (Author,

From 2018 to 2021, Indofarma Tbk outperforms Kimia Farma Tbk, as depicted in Figure 9, where Indofarma Tbk has a lower ratio of around 9% and 4%. However, in 2022 Indofarma Tbk experienced a significant increase to 100%, which was 54% higher than that owned by Kimia Farma Tbk. This sharp rise in 2022 can be attributed to a substantial increase in equity, which is three times larger than before, along with a significant decrease in assets from 2021 to 2022.

5.5 Validation Testing

Referring to the Decree of the Ministry of SOE No.KEP-100/MBU/2020, in measuring the financial health of SOE, it requires an assessment of several ratios, profitability, liquidity, activity, and solvency. In figure 8, several categories, levels and criteria for each SOE benchmark have been described, and the following table is an explanation of the results of the tests that have been carried out to find out the total score at Indofarma Tbk and Kimia Farma Tbk and to find out the level and category of these companies.

Table 8. Level of Financial Health Assessment of SOE based on Decree of Ministry

Category	Level	Criteria
HEALTHY (*SEHAT*)	AAA	Total Weight > 95
	AA	80 < Total Weight ≤ 95
	A	65 < Total Weight ≤ 80
UNWELL (*KURANG SEHAT*)	BBB	50 < Total Weight ≤ 65
	BB	40 < Total Weight ≤ 50
	B	30 < Total Weight ≤ 40
UNHEALTHY (*TIDAK SEHAT*)	CCC	20 < Total Weight ≤ 30
	CC	10 < Total Weight ≤ 20
	C	Total Weight ≤ 10

Table 9. Total Test Score of Kimia Farma Tbk

	PT Kimia Farma Tbk				
Indicator	**2018**	**2019**	**2020**	**2021**	**2022**
ROI	6	2	2	3	2
ROE	16	2	2	5,5	0
Cash Ratio	5	3	3	2	4
Current Ratio	5	2	1	3	3
Collection Period	5	4,5	5	5	4,5
Inventory Turnover	4,5	4	4,5	4,5	3,5
Total Asset Turnover	4	2,5	2,5	3,5	2,5
Total Equity to Total Asset	9,00	9,00	9,00	9,00	9,00
Total	54,50	29,00	29,00	35,50	28,50
Total Weight (%)	78	41	41	51	40,7
Level	A	BB	BB	BBB	BB
Category	HEALTHY	UNWELL	UNWELL	UNWELL	UNWELL

Table 10. Total Test Score of Indo Farma Tbk

PT Indofarma Tbk					
Indicator	2018	2019	2020	2021	2022
ROI	1	2	3	2	1
ROE	0	20	2	0	0
Cash Ratio	19	4	3	5	4
Current Ratio	3	5	5	5	0
Collection Period	5	5	4	5	5
Inventory Turnover	5	5	5	5	4,5
Total Asset Turnover	4,5	4	4	5	3
Total Equity to Total Asset	10	10	7,25	7,25	6,5
Total	47,50	55,00	33,25	34,25	24,00
Total Weight (%)	68	79	48	49	34
Level	A	A	BB	BB	B
Category	HEALTHY	HEALTHY	UNWELL	UNWELL	UNWELL

6. LIMITATION

This study examines the financial performance of the pharmaceutical industry, specifically by analysing two companies as a representative sample. The research period is exclusively limited to five years (2018-2022). However, it is important to acknowledge the limitations of this study and consider expanding the scope by including a broader range of industries, a longer time frame, or a larger number of companies. Additionally, to comply with the Ministry of SOE's decree, it is recommended to corporate additional variables outlined in the decree, such as operational and administrative factors.

7. CONCLUSION AND RECOMMENDATION

According to the financial performance study conducted on two state-owned pharmaceutical companies, PT Kimia Farma Tbk and PT Indofarma Tbk, as shown in table 9 and 10, in 2018, the findings indicate that in 2018, both companies were in a healthy financial condition, denoted as level A. However, in the subsequent year, there was a significant decline in their financial health scores. Kimia Farma Tbk's score decreased from 54.5 in 2018 to 29 in 2020, while Indofarma Tbk's score decreased from 47.5 in 2018 to 33.25 in 2020, leading both companies to be categorized as level BB, representing an unwell condition.

Moreover, in contrast to the growth observed in the health sector during the period from 2018 to 2021 (as depicted in Figure 1), PT Kimia Farma Tbk and PT Indofarma Tbk also experienced a negative impact during the Covid-19 period, spanning from 2020 to 2022. In 2020, both companies' financial health deteriorated further, with a BB rating, indicating an unwell condition. In 2021, Kimia Farma's financial condition improved to BBB, while Indofarma Tbk remained at the same level as the previous year. However, in 2022, the financial health of both companies reached their worst state, categorized as unwell condition, with Kimia Farma Tbk's total score declining to 28.5 and Indofarma Tbk's total score dropping to 24.

Considering the profitability ratio, both Indofarma Tbk and Kimia Farma Tbk need to focus on annual sales growth and effectively manage their assets and equity. In the case of Indofarma Tbk in 2022, they experienced a substantial loss, leading to a significant decrease in equity. This analysis suggests that both companies should implement stringent monitoring and evaluation measures in accordance with the Decree of the Ministry of State-Owned Enterprises. Additionally, it may be worthwhile to introduce additional variables to assess the impact on these companies.

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Financial Health Analysis and Measurement of Traditional Herbal Industry in Indonesia during Pandemic Covid-19 in the Periods of 2019-2021 A Case Study of PT Sidomuncul, Tbk.

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ABSTRACT

Corona virus that had occured at the end of 2019 then quickly become World-wide Pandemic.This pandemic caused panic situation among the people, eventhough there was a modern medical technology available that was expected to solve the problem. Then, most people in Indonesia were turned into traditional herbal as an alternative treatment, as well as to boost body's immunity to prevent from being infected. That makes an assumption that traditional herbal industry were making good business during the period. However, the Government's restriction on people activities and mobility limitation, were applied to all businesses, includes PT Sidomuncul, Tbk one of the players in traditional herbal and pharmacy industry. The company has been thriving in managing their business before the pandemic. This study aims to analyze and measure the financial healths of the company by reviewing key financial ratios, such as profitability, liquidity, solvency, and activity ratios based on its audited financial reports during periods of 2019 – 2021.The authors believe that the findings will be helpful to illustrate the impact of the covid-19 pandemic.

Keywords: Financial Ratio Performance, Covid-19, Herbal Industry, PT Sidomuncul, Profitability

INTRODUCTION

Traditional herbal medicines are one of cultural legacies in Indonesia, where ethnics & tribes has their own recipe that consist of specific ingredients available in their region and this various kind of herbal has enriched cultural heritage of Indonesian. In Java civilization, the herbal medicine are widely known as Jamu & been long to believe it increase immunity, strengthen body stamina, and even treat disease. With these benefits many people took herbal medicine as a daily intake as a preventive measure. Nowadays, Jamu production are not only as homemade industry that being sold door to door, by the side of the road, or in mini stalls in the market, but it has become multi-million dollar industries, which PT Sidomuncul is one of the leading players in the herbal medicines market (Promising-prospects-of-the-indonesian-herb-and-spices-industry, 2022)

When coronavirus emerged in the end 2019 & quickly spreads worldwide by 2020, it has caused disaster impact to almost all industrial level where business operational disrupted & paralyzed world economic. That happened as no medicine been found to cure the ailment until vaccination being developed in 2020 & made to public released globally in 2021 (COVID-19-vaccine, 2023) and during the period, people turned to take herbal medicine instead to treat & prevent from being infected. The healthy life-style also contribute to customer behaviour take a natural based product instead (Daryanto, 2021). It make assumption that traditional herbal producer were one of few industry that have sales increment in Indonesia. (inilah-sektor-industri-yang-bertahan-di-tengah-pandemi-covid19, 2020)

As İndonesia government put priority to push forward Food & Beverage industry include traditional herbal during pandemi, it requires assesment of the company's financial health through comparative research by using the Decree of the Ministry of SOEs No. KEP-100/MBU/2002, which will use four significant financial ratios of profitability, liquidity, activity & solvency. (Daryanto C. N., 2021). At last, this study aims to see if there are significant increase on PT Sidomuncul's sales performance through the herbal segment product during pandemic era 2019 -2021.

1. LITERATUR REVIEW

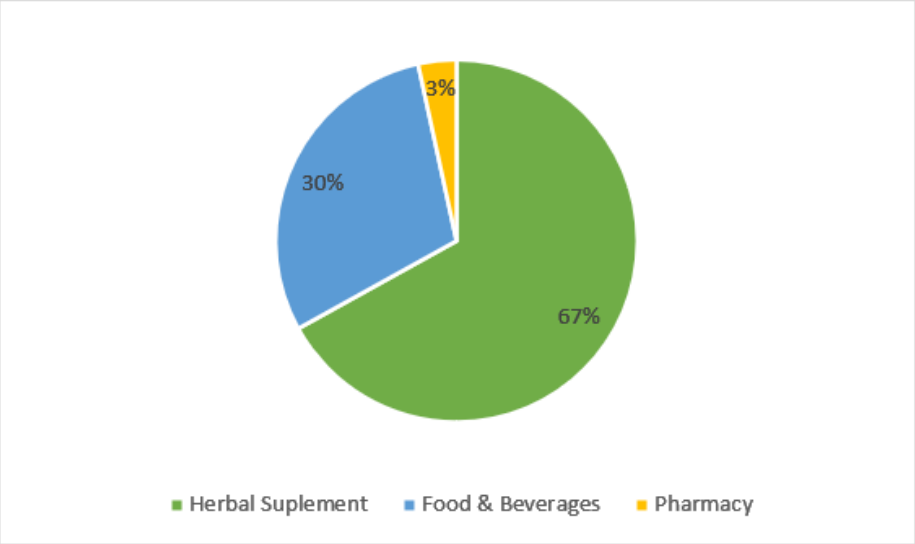
Jamu is the Indonesian term for indigenous medicines usually prepared from herbal materials such as leaves, bark, roots and flowers. Each of the more than 300 major ethnic groups that make up modern Indonesia has its own repertoire of traditional recipes, preferred ingredients and methods of use for these varied herbal preparations (Welsch, 1988). According to data from the Indonesian Institute of Sciences (LIPI), Indonesia has 33 thousand species of medicinal ingredients that have the potential to become herbal medicinal ingredients. Currently, only about 800 species are used as herbal ingredients and 30 species are used as standardized herbal medicines, and only 12-14 species are used as phytopharmaca (natural medicine ingredients that have been proven scientifically safe and effective by preclinical tests). From these natural resources, Indonesian herbal medicines have enormous potential both in the local and global markets. (Pamungkas)

PT SidoMuncul is one of traditional herbal medicine factory which was founded from a home industry managed by Mrs. Rakhmat Sulistio in Yogyakarta in 1940 where "Tolak Angin"

is the first herbal product use as cold medicine. In respond to high demand of their product, they increase the production capacity by enlarge the factory size that equipped with modern machinary & upgraded the herbal production process with the pharmaceuticals standard. On November 11, 2000, the Minister of Health and Social Welfare of the Republic of Indonesia, Dr. Achmad Sujudi inaugurate the SidoMuncul factory, which at that time received two certificates at once, namely as a company capable of compounding good traditional medicines and also as a company that has a good way of compounding medicines that is equivalent to pharmaceutical science. These two certificates made SidoMuncul the only herbal medicine factory with pharmaceutical standards. (https://www.sidomuncul.co.id/id/history.html, n.d.)

Along the time, Sidomuncul has penetrated to food/supplement & beverages business as well and has expanding to overseas business by established of marketing branch office in Philippines in 2017 & established of Muncul Nigeria Limited Company on 2018. (Sidomuncul Annual Report 2021).

Figure-1 : PT Sidomuncul Product Segment contribution 2021



Source: Author Analysis (2023)

2. RESEARCH METHODOLOGY

In order to verify if herbal medicine contribute to increment of Company's performance duringpandemic,the secondary quantitative method (https://www.statswork.com/services/data-analysis/secondary-quantitative-data-collection/, n.d.) were used to analyze the financial highlights stated on the Annual Report 2019–2021 of PT Sidomuncul, Tbk that can be access publicly in their official website. As to measure the company's financial health, the Financial ratios stated in the Decree of stated-owned Enterprise (SOEs) No. KEP-100/MBU/2002 were used as validation tools. Although this Decree of SOEs apply mandatory to asses financial health of all company under Ministry of SOEs, but it also being use to evaluate private equity as no health measurement established for private sector yet. Many research has use this Decree of SOEs as a referenced to validate financial health in many industry such as: Agrobisnis (Aulia, 2020), Aviation (Daryanto W. M., 2018), Food & Beverages (Donna Kartiningsih, 2020), Fast

Food franchise (Nasel, 2020), Telecommunication (Reapina, 2020), Hardware Retail Industry (Renatauli, 2020), as well as Pharmaceutical (Daryanto H. P., 2020)

To depict the state of a company, a descriptive Financial Ratio Analysis (FRA) was required, which included Profitability ratio, Liquidity ratio, Activity ratio, and Solvency ratio as evaluation metrics - shown in tabel 1 below :

Table 1. Total Weight and Health indicator

Classification	Indicator	Weight
		Non Infrastructure
Profitability	Return on Equity	20
	Return on Investment	15
Liquidity	Cash Ratio	5
	Current Ratio	5
Activity	Collection Period	5
	Inventory Turnover	5
	Total Asset Turnover	5
Solvency	Total Equity to Asset Ratio	10
Total Weight		70

Company Health Indicator		
Category	Rating	Score
Healthy	AAA	TS>95
Healthy	AA	80<TS≤ 95
Healthy	A	65<TS≤ 80
Less Healthy	BBB	50<TS≤ 65
Less Healthy	BB	40<TS≤ 50
Less Healthy	B	30<TS≤ 40
Unhealthy	CCC	20<TS≤ 30
Unhealthy	CC	10<TS≤ 20
Unhealthy	C	TS≤ 10

Source: The Ministry of State-Owned Enterprise Decree No. KEP 100/MBU/2002

Mike Piper through his book Accounting Made Simple, 2010, has made a brief explanation in calculating the Financial Ratios, as follow :

a. Profitabiliy Ratios

A company's return on assets shows a company's profitability in comparison to the company's size (as measured by total assets). These formula could give meaningful Company's Profitability info regardless the size of business. Formula as follow :

$$\textit{Return on Investment (ROI)} = \frac{\textit{Net Income}}{\textit{Total Assets}}$$

$$\textit{Return on Equity (ROE)} = \frac{\textit{Net Income}}{\textit{Shareholder's Equity}}$$

Once calculated, the result will be measured to weight score of SOEs Decree standard.

Table-2 : Assesment Score of ROI

ROI (%)	Skor	
	Infra	Non Infra
18 < ROI	10	15
15 < ROI <= 18	9	13,5
13 < ROI <= 15	8	12
12 < ROI <= 13	7	10,5
10,5 < ROI <= 12	6	9
9 < ROI <= 10,5	5	7,5
7 < ROI <= 9	4	6
5 < ROI <= 7	3,5	5
3 < ROI <= 5	3	4
1 < ROI <= 3	2,5	3
0 < ROI <= 1	2	2
ROI < 0	0	1

Table-3 : Assestment Score of ROE

ROE (%)	Skor	
	Infra	Non Infra
15 < ROE	15	20
13 < ROE<= 15	13,5	18
11< ROE <= 13	12	16
9 < ROE <= 11	10,5	14
7,9<ROE <= 9	9	12
6,6<ROE <= 7,9	7,5	10
5,3<ROE <= 6,6	6	8,5
4 <ROE <= 5,3	5	7
2,5 <ROE<= 4	4	5,5
1 <ROE <= 2,5	3	4
0 <ROE <= 1	1,5	2
ROE < 0	1	0

Source : The Ministry of SOEs Decree No. KEP-100/MBU/2002

b. Liquidity Ratios

Use to determine how fast company fulfill their short-term financial obligations :

$$Current\ Ratio = \frac{Current\ Assets}{Current\ Liabilities}$$

$$Quick\ Ratio = \frac{Current\ Asset - Inventory}{Current\ Liabilities}$$

In this formula, the higher value result the better. The result will be measured by assestment below :

Table-4 : Assestment of Current Rasio

Current Ratio (%)	Score
125 ≤ Current Ratio	5
110 ≤ Current Ratio < 125	4
100 ≤ Current Ratio < 110	3
95 ≤ Current Ratio < 100	2
90 ≤ Current Ratio < 95	1
Current Ratio < 90	0

Table-5 : Assestment of Cash/Quick Ratio

Cash Ratio (%)	Score
Cash Ratio ≥ 35	5
25 ≤ Cash Ratio < 35	4
15 ≤ Cash Ratio < 25	3
10 ≤ Cash Ratio < 15	2
5 ≤ Cash Ratio < 10	1
0 ≤ Cash Ratio < 5	0

Source : The Ministry of SOEs Decree No. KEP-100/MBU/2002

c. Activity Ratios

Used to calculate how effective the company utilize their assets. The significant ratios are inventory turnover, collection period & asset turnover, formula as below:

$$Inventory\ Turnover = \frac{Inventory}{Revenue} \times 365$$

$$Collection\ Period = \frac{Trade\ Receivable}{Revenue} \times 365$$

$$Asset\ Turnover = \frac{Revenue}{Capital\ Employed} \times 100\%$$

Table-6 : Assestement of Inventory Turnover

Table-7 : Assestment of Collection Period

Inventory Turnover (days)	Adjustment (days)	Score
ITO ≤ 60	35 < ITO	5
60 < ITO ≤ 90	30 < ITO ≤ 35	4,5
90 < ITO ≤ 120	25 < ITO ≤ 30	4
120 < ITO ≤ 150	20 < ITO ≤ 25	3,5
150 < ITO ≤ 180	15 < ITO ≤ 20	3
180 < ITO ≤ 210	10 < ITO ≤ 15	2,4
210 < ITO ≤ 240	6 < ITO ≤ 10	1,8
240 < ITO ≤ 270	3 < ITO ≤ 6	1,2
270 < ITO ≤ 300	1 < ITO ≤ 3	0,6
300 < ITO	0 < ITO ≤ 1	0

Collection Period (days)	Adjustment (days)	Score
CP ≤ 60	CP > 35	5
60 < CP ≤ 90	30 < CP ≤ 35	4,5
90 < CP ≤ 120	25 < CP ≤ 30	4
120 < CP ≤ 150	20 < CP ≤ 25	3,5
150 < CP ≤ 180	15 < CP ≤ 20	3
180 < CP ≤ 210	10 < CP ≤ 15	2,4
210 < CP ≤ 240	6 < CP ≤ 10	1,8
240 < CP ≤ 270	3 < CP ≤ 6	1,2
270 < CP ≤ 300	1 < CP ≤ 3	0,6
300 < CP	0 < CP ≤ 1	0

Table-8 : Assestement of Asset Turnover

Total Asset Turnover (days)	Adjustment (days)	Score
TATO > 120	TATO > 20	5
105 < TATO ≤ 120	15 < TATO ≤ 20	4,5
90 < TATO ≤ 105	10 < TATO ≤ 15	4
75 < TATO ≤ 90	5 < TATO ≤ 10	3,5
60 < TATO ≤ 75	0 < TATO ≤ 5	3
40 < TATO ≤ 60	TATO ≤ 0	2,5
20 < TATO ≤ 40	TATO < 0	2
TATO ≤ 20	TATO < 0	1,5

Source : The Ministry of SOEs Decree No. KEP-100/MBU/2002

d. Solvency/Leverage Ratios

İt shown Company's ability to meet the interest cost & repayment schedules that associated with it's long-term obligations. While Liquidity refer to company's ability to meet it's current obligations. (Accounting: Text & Cases, 13th Edition , 2011) :

$$\textit{Equity to Asset Ratio} = \frac{\textit{Total Equity}}{\textit{Total Asset}} \times 100\%$$

Table-9 : Assesment of Equity to Asset

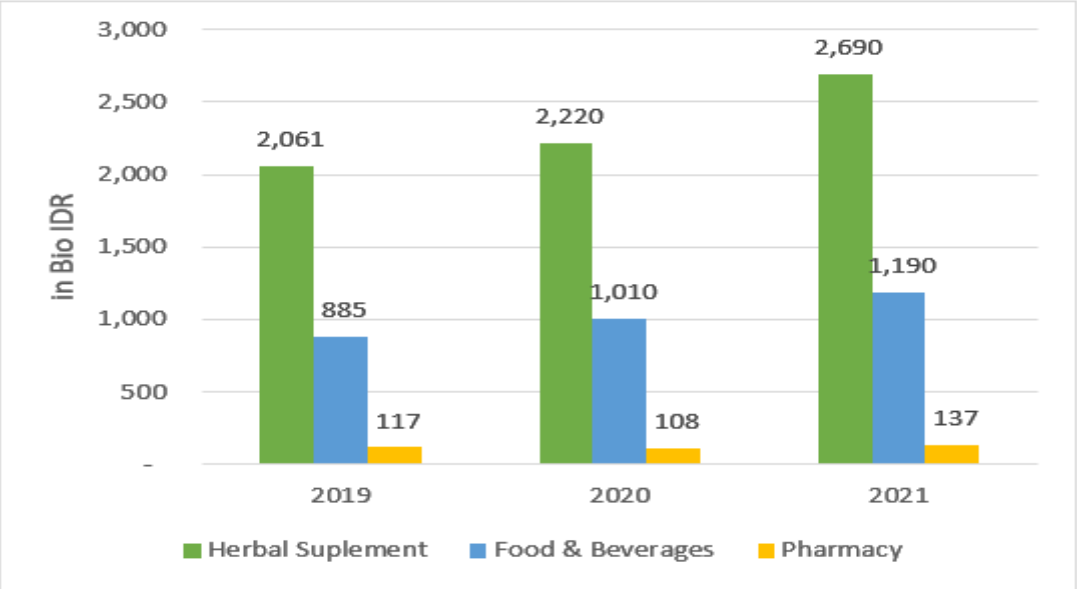
Equity to Asset (%)	Score
ETA < 0	0
0 ≤ ETA < 10	4
10 ≤ ETA < 20	6
20 ≤ ETA < 30	7,25
30 ≤ ETA < 40	10
40 ≤ ETA < 50	9
50 ≤ ETA < 60	8,5
60 ≤ ETA < 70	8
70 ≤ ETA < 80	7,5
80 ≤ ETA < 90	7
90 ≤ ETA < 100	6,5

Source : The Ministry of SOEs Decree No. KEP-100/MBU/2002

3. ANALYSIS & RESULT

PT Sidomuncul has 3 segmentation product consist of Herbal Suplement, Food & Beverage & Pharmacy. Each has give good contribution to the company, but still dominated by Herbal segment which consistently increase every year. Herbal supplement has increased 7.7% in 2020 then jump to 21% sales increase in 2021. Followed by food & beverage segment with increment 14% in 2020 & 17%, as for the pharmacy segment although it has decrease 7.6% in 2020 but in 2021 recorded 26% increase. Figure shown in Chat below :

Figure-2 : Grafik Product Segment Contribution 2019 - 2021

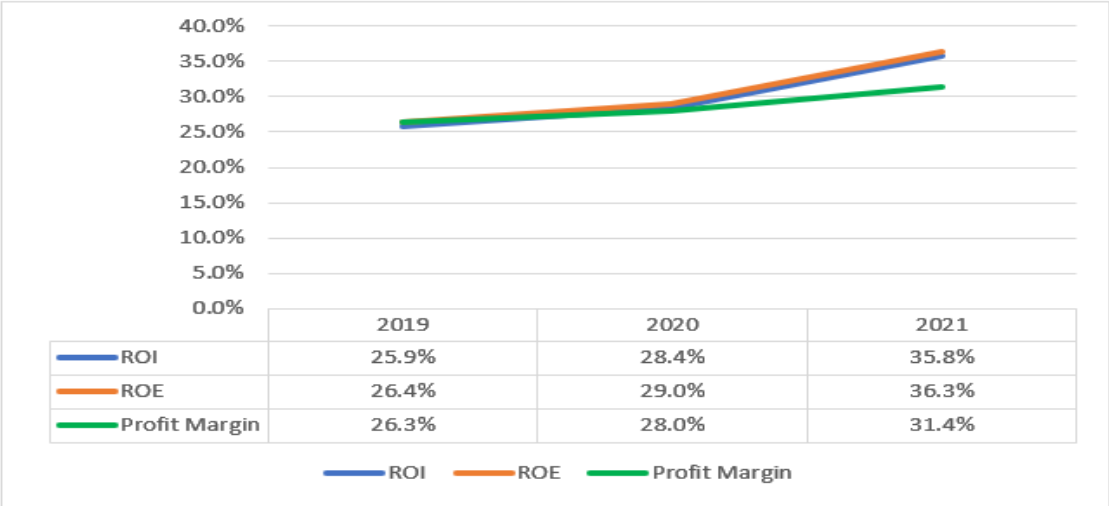


Source : Author Analysis (2023)

a. Profitability Performance

İn regards to profitability during period 2019-2021, PT Sidomuncul has maintain their good performance with ROE> 15% & ROI> 18% (versus SOEs Decree 100-KEP/MBU/2002) and the Profit margin also consistently with 31% achievement in 2021.

Figure-3 : Profitability Ratio of PT Sidomuncul, Period 2019-2021

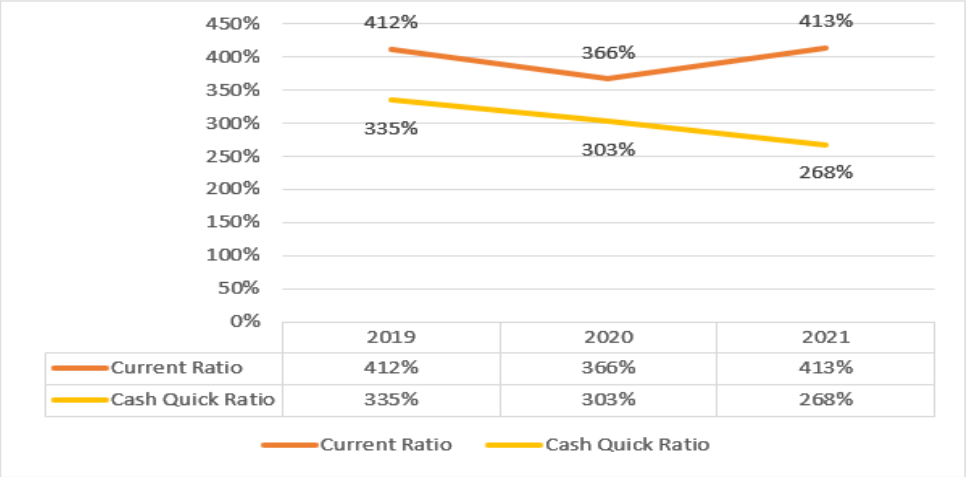


Source : Author analysis (2023)

b. Liquidity Performance

The liquidity ratio PT Sidomuncul reviewed by calculating cash ratio & current ratio which of utilized to assess the ability of a company to fulfill its immediate financial commitments with ease by which PT Sidomuncul have good capacity to do that, where both of Currrent & Cash Ratio are above the Government maximum score.

Figure-4: Liquidity Ratio of PT Sidomuncul, period 2019 – 2021

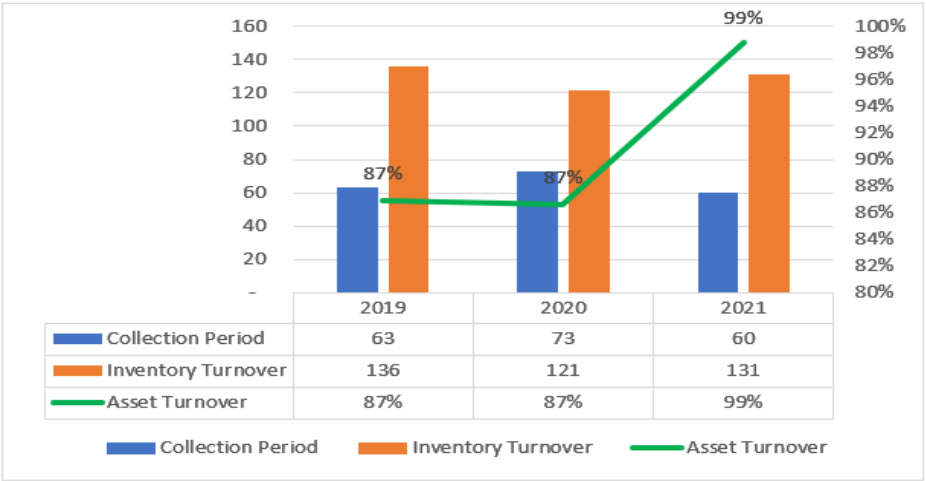


Source : Author Analysis (2023)

c. Activity Performance

Less time is prefered for the collection period, which indicates how long it will take the company to get its payment in account receivables, which in 2021 PT Sidomuncul has manage well to reduce the timeline to 60 days from previous 73 days. Opposite result happen in Inventory turnover with 131 days means current inventory of PT Sidomuncul will be deplete within next 138 days. İt may happen due to buffer stock preparation on raw materials. As for the asset turnover, Sidomuncul ratio manage above Government standar .

Figure-5: Collection Period, Inventory & Asset Turnover

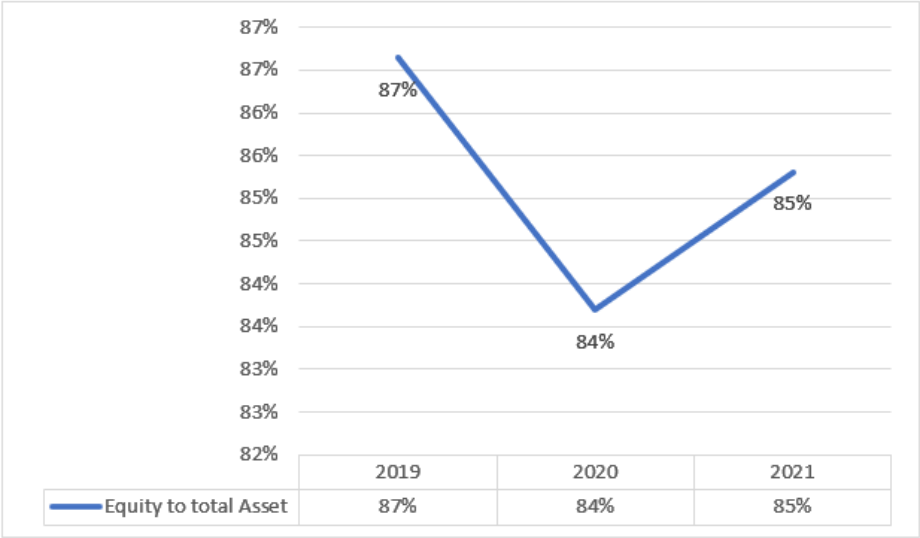


Source: Author analysis (2023)

d. Solvency Trend

The debt/equity ratio use to asses in what extent a company has used debt to finance it's operations (Mike Piper, 2010) From the annual report 2019 to 2021, company has manage fairly.

Figure-6: Solvency Ratio trend from 2019 to 2021



Source : Author Anaysis (2023)

Financial Health Validation

Base on the published Annual Report data, Author compiling the data & validating the result with SOE Decree for Non Infrastructure, details as in table below :

Figure-7: Validation Test Result Year 2019 - 2021

INDICATORS	2019		2020		2021	
	Ratio	Score	Ratio	Score	Ratio	Score
ROE %	25.9%	20	28.4%	20	35.8%	20
ROI %	26.4%	15	29.0%	15	36.3%	15
Cash Ratio %	335%	5	303%	5	268%	5
Current Ration%	412%	5	366%	5	413%	5
Collection Period	63	4.5	73	4.5	60	5
Inventory Turnover	136	3.5	120	4	131	3.5
Asset Turnover %	37%	5	33%	5	49%	5
Equity to Total Asset %	87%	7	84%	7	85%	7
Total Weight Score		**65**		**65.5**		**65.5**

Source : Author Analysis (2023)

The table shown Company has maintain average weight score of 65 in year 2019 and slight increase to score of 65.5 during 2020 – 2021. These weighted scores figures has categorized Financial Health of PT Sidomuncul, Tbk in AAA level – Healthly.

Figure-8 : Financial Health Level

Year	Score	Weight	Total Weight	Value	Level	Category
2019	65	70	92.86	80<TW<=95	AA	Healthy
2020	65.5	70	93.57	80<TW<=95	AA	Healthy
2021	65.5	70	93.57	80<TW<=95	AA	Healthy

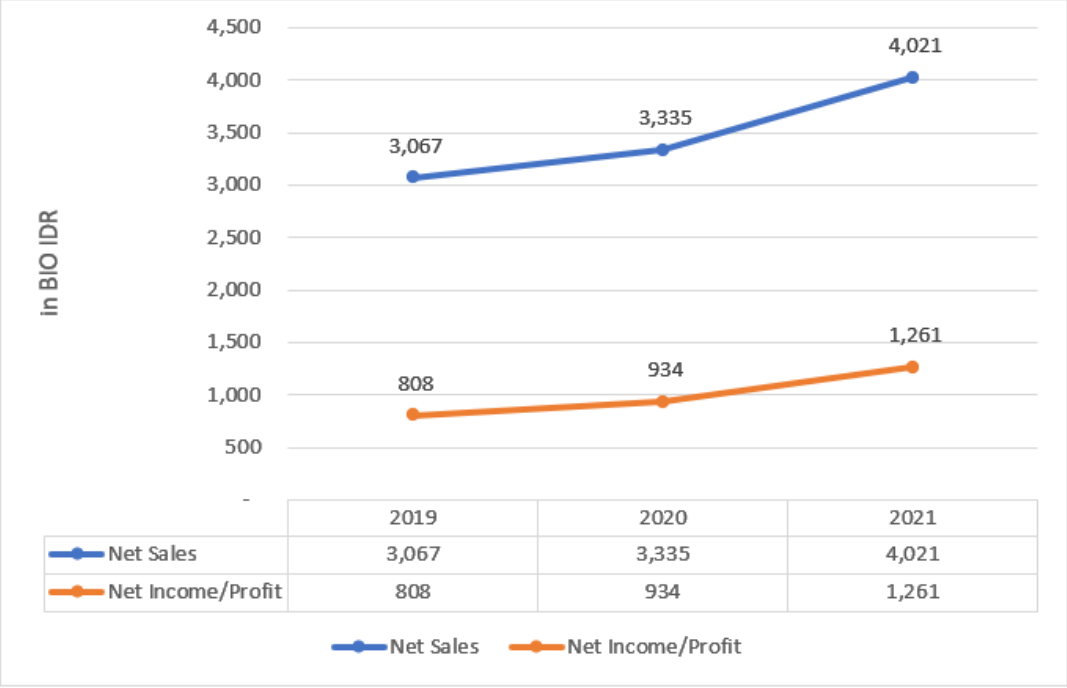
Figure 6 – Financial Health Level

Limitation

All data used to for financial performance ratios calculation are using secondary data from the published Financial Report of the company, accesible through Company's website. Financial ratio standard used in this study are refer to Ministry of State-owned Enterprise Decree No. KEP-100/MBU/2002, with on Non-Infra weighted score standard.

Graphic performance of Financial performance of PT Sidomuncul, Tbk, as below :

Figure-9 : Financial Highlights 2019 - 2021



Source : Author Analysis (2023)

CONCLUSION & RECOMMENDATION

Conclusion

Objective of this study is to verify whether Covid pandemi situation bring good impact on Traditional Herbal & Pharmacy industry of PT Sidomuncul, Tbk, by reviewing their Annual

Report period 2019 to 2021 and analysing their Financial Health by comparing to SOE Decree 2002 on Non-Infra group.

Reviewing their Financial highlights such as sales & profit margin saw that the Sales was increase progressively from 2019 to 2021, although on percentage wise, sales achivement in 2020 were only increase 8% compare 11% growth in 2019. Assumed it was due to Government regulation on National mobility limitation called "Large-scale social restriction" 2020 which applied to all business & governance. But this economic slowdown was happened not only in Indonesia but globally as well and along the time Government has loosening the restriction for some selected & essential activities such as Health sector, which was an opportunity for company to keep the production process to fulfilled high demand of herbal medicine as well as to distribute aid as part of their social responsibility. People's change behaviour toward healthly life style also impact to awareness of healthy food consumption with "*back to nature*" slogan. These factors has resulted to the sales growth performance 21% on 2021 with 35% growth Net income which big contribution of 67% came form Herbal Supplement sales. These Financial highlight has supported assumption that pandemi covid-19 Do contributes to the business growth of PT Sidomuncul, Tbk during 2021.

Recommendation

Though activity performance of company categorize as healthy, but there's still room for improvement on inventory turnover by accelerate depletion process of inventory by ensuring forecast accuracy to be more reliable. And with high solvency ratio, company could maximize the business capacity by optimizing the usage of assets effectively as to increase the sales revenue & generate more profits.

Global trends towards living a healthy life still continue growing where people are becoming more conscious of the importance of maintaining a healthy lifestyle to improve their overall well-being and prevent chronic diseases with a natural suplement. Opportunity for the company to growth are still wide-open so it need to keep increasing productivity, expand the distribution channel, particularly to accelerate penetration on abroad market – export destination countries.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Measuring Financial Ratio Analysis on PT. Siloam International Hospitals, Tbk, Indonesia for Future Business Consideration

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ABSTRACT

Healthcare is a main component of our life, and a hospital has an important function to support it. However, every hospital needs to have a healthy financial condition to maintain business sustainability. This research aims to analyze and measure the financial ratios of PT. Siloam International Hospitals, Tbk, Indonesia for the periods of 2017 to 2021. The company has conducted Initial Public Offering (IPO) since the year 2013 and has been growing several units of hospitals since then, becoming one of the growing hospital chains spread nationwide.
The financial ratios will be calculated to understand and measure the company's performance, using the analysis tools to determine whether the company's financial condition is in good or bad shape for future business performance consideration. The financial ratios consist of liquidity, solvency, and profitability ratios, and will be calculated based on public financial reports of the company.

Keywords: Liquidity, Solvency, Profitability, Siloam Hospital, IPO

1. INTRODUCTION

Hospital Industry in Indonesia

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. In Indonesia, health care has been one of the major focus nationwide and therefore a thorough health system has been established yet keeps growing. One of the main roles in the health system is the presence of hospitals. The hospital sectors have unique market characteristics that differ from market characteristics in other sectors (Kemenkes RI, 2022). According to the Committee of Indonesia Business Competition in 2020, users in the hospital industry in the country also come from various backgrounds, not only come from private companies but also from non-profit private companies and the government actively participates in organizing the hospital health industry which continues to experience growth in Indonesia. This condition is in line with the increasing accessibility of Indonesian people to hospital health services through the National Health Insurance (JKN) program scheme. The number of hospitals has shown growth in the year 2017 – 2021, with today there are 1.496 private hospitals in Indonesia showing that there is a spacious opportunity to develop the healthcare industry in Indonesia (Lesmana & Daryanto, 2019).

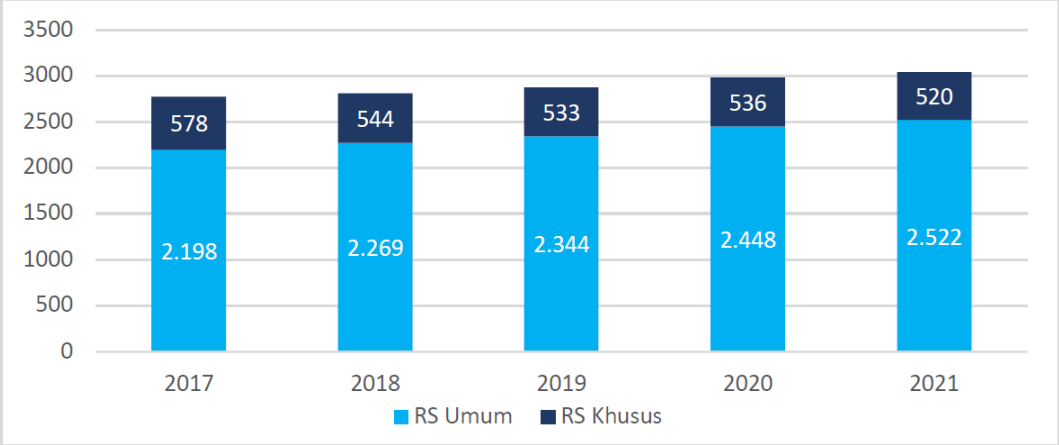


Figure-1: Development of General and Special Hospitals in Indonesia, 2017 – 2021
Source : Profil Kesehatan Indonesia 2021 (2022)

Healthcare Industry and Covid-19 Pandemic

The global Corona Virus pandemic has impacted various sectors. Since Indonesia claimed its first case in February 2020 the number starts rising day by day and mobility regulations increasing. Although those regulations have impacted the economic movement in many industries, some are still showing good trends, and according to the Indonesia Bureau of Statistics report, health and education are sectors that continue to grow in a positive direction with 16,54% YoY growth in Q4 2020. The health industry sector, especially the health services and medical devices, is the most attractive industrial sector for investors and has shown as a trigger factor for national economic growth from the year 2019 to 2021. Through the pandemic phenomena happening, this study aims to analyze the financial ratio performance of one of the

health service companies of PT. Siloam International Hospitals, Tbk from the year 2017 until 2021, where the last 2 years were the time during the pandemic.

About PT. Siloam International Hospitals, Tbk

PT. Siloam International Hospitals or Siloam Hospitals Group (Siloam) is Indonesia's leading private hospital network and has become the benchmark for quality healthcare in Indonesia. Its medical team consists of 2,700 general practitioners and specialist doctors, as well as 10,000 nurses and other support staff, and serves nearly 2 million patients annually. Starting from PT Sentralindo Wirasta in 1996, the company manages and operates 41 hospitals consisting of 15 hospitals in the Greater Jakarta Area and 26 hospitals spread across the islands of Java, Sumatra, Kalimantan, Sulawesi, Bali, and Nusa Tenggara. Of those 41 operating hospitals, 26 of them are already serving BPJS Kesehatan (JKN) patients, and shortly, there will be even more. The hospital's group has expanded its center of excellence from Oncology, and Parkinson & Movement's Disorder, accredited internationally, and also world-class facilities. The company listed its shares on the Indonesia Stock Exchange in September 2013, as PT Siloam International Hospitals Tbk with the code SILO. According to Indonesia Stock Exchange data in 2022, Siloam owns 32% market share from all top 5 private hospital groups that have gone public in Indonesia.

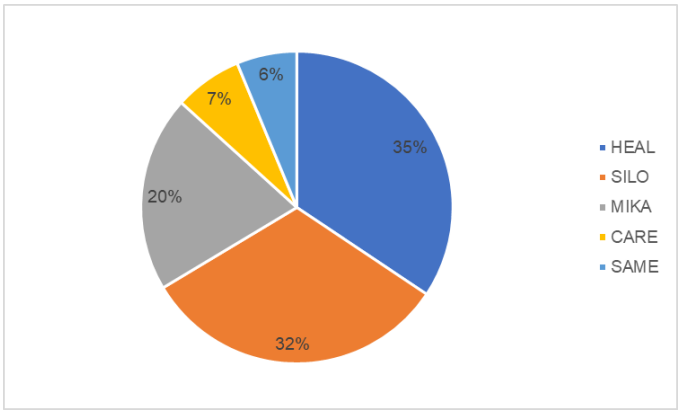


Figure-2: Market Share Based on Hospital Unit 2022

Source: Author Analysis (2023)

The relatively large growth in the number of hospitals under PT Siloam International Hospitals, Tbk has generated interest for researchers to discuss how the growth in financial performance can be seen from its profitability ratio because it represents the company's success and how it contributes to the progress of PT Siloam International Hospitals Tbk after carrying out its IPO, considering that it will contribute to increasing the company's working capital (Safitri, 2018). In connection with that matter, a study with the title of "Measuring Financial Ratio Analysis on PT. Siloam International Hospitals, Tbk, Indonesia for Future Business Consideration" is being developed here to analyze and measure the financial ratios of PT. Siloam International Hospitals, Tbk, Indonesia for the periods of 2017 to 2021. The financial ratios will be calculated to understand and measure the company's performance, using the analysis tools to determine whether the company's financial condition is in good or bad shape for future business performance consideration.

2. RESEARCH METHODOLOGY

The research methodology in this study is quantitative, namely systematic scientific research on every available part. The purpose of quantitative research is to develop and use numerical hypotheses (Ramadhani et al., 2023). The measurement and standard used in this study are referring to the Decree of Ministry SOEs No. KEP-100/MBU/2002. It is also understandable from the classification that the Hospital Industry is part of non-infrastructure enterprises. The data collection method used in this study was the documentation study method, collecting quantitative data obtained through consolidated financial statements of PT. Siloam International Hospitals, Tbk from their website.

Financial ratio analysis (FRA) is a tool commonly used to analyze a company's financial performance and assess the company's health rate by measuring the profitability ratio, liquidity ratio, activity ratio, and solvency ratio. Financial ratio analysis (FRA) is a good evaluation method to measure company performance. It is a specialty in accounting that is aimed at formulating a diagnosis and a prognosis relative to the situation and the financial performance of a company or an organization (Lesmana & Daryanto, 2019). Financial ratios could be used in many industries, proved by previous research in several industries such as oil and gas, pharmaceutical, consumer goods, and transportation (C. Daryanto & Daryanto, 2019; W. M. Daryanto et al., 2019, 2020; W. M. Daryanto & Wibisono, 2019; Lee, 2022). Nevertheless, only a few studies of financial performance analyze the private hospital in Indonesia.

Data in the form of consolidated financial reports are analyzed using the necessary financial ratios. According to the Ministry of SOEs Decree 2002, the information needed to calculate the financial ratio will be profitability, liquidity, activity, and solvency with indicators as mentioned below (Lee, 2022).

Table-1: Total Weighted Score

Classification	Indicator	Weight (Non Infrastructure)
Profitability	Return on Equity	20
	Return on Investment	15
Liquidity	Cash Ratio	5
	Current Ratio	5
Activity	Collection Period	5
	Inventory Turnover	5
	Total Asset Turnover	5
Solvency	Total Equity to Asset Ratio	10
Total Weight		**70**

Table-2: Health Indicator

Company Health Indicator		
Category	**Rating**	**Score**
Healthy	AAA	TS > 95
Healthy	AA	80 < TS ≤ 95
Healthy	A	65 < TS ≤ 80
Less Healthy	BBB	50 < TS ≤ 65
Less Healthy	BB	40 < TS ≤ 50
Less Healthy	B	30 < TS ≤ 40
Unhealthy	CCC	20 < TS ≤ 30
Unhealthy	CC	10 < TS ≤ 20
Unhealthy	C	TS ≤ 10

Source: The Ministry of SOEs Decree No. KEP-100/MBU/2002

From all the indicators, the score will be calculated into weight by dividing the score and total weight times 100 and the weight will be accumulated to determine the three categories of the company's financial health: Healthy, Less Healthy, and Unhealthy.

1. Profitability Ratio

   The profitability ratio is the ability to assess a company's ability to earn profits from its sales or operations, balance sheet assets, or shareholders' equity, typically measured in the form of Return on Equity (ROE) and Return on Investment (ROI) with the formula below.

$$Return\ on\ Equity\ (ROE) = \frac{Net\ Profit}{Equity\ turnover} x100\%$$

$$Return\ on\ Invesment\ (ROI) = \frac{EBITDA}{Capital\ Employed} x100\%$$

Calculation results then will be measured using this assessment in Tables 3 and 4.

Table-3: Assessment Score for ROE

Return on Equity (%)	Score
15 < ROE	20
13 < ROE ≤ 15	18
11 < ROE ≤ 13	16
9 < ROE ≤ 11	14
7,9 < ROE ≤ 9	12
6,6 < ROE ≤ 7,9	10
5,3 < ROE ≤ 6,6	8,5
4 < ROE ≤ 5,3	7
2,5 < ROE ≤ 4	5,5
1 < ROE ≤ 2,5	4
0 < ROE ≤ 1	2
ROE < 0	0

Table-4: Assessment Score for ROI

Return on Investment (%)	Score
18 < ROI	15
15 < ROI ≤ 18	13,5
13 < ROI ≤ 15	12
12 < ROI ≤ 13	10,5
10,5 < ROI ≤ 12	9
9 < ROI ≤ 10,5	7,5
7 < ROI ≤ 9	6
5 < ROI ≤ 7	5
3 < ROI ≤ 5	4
1 < ROI ≤ 3	3
0 < ROI ≤ 1	2
ROI < 0	1

Source: The Ministry of SOEs Decree No. KEP-100/MBU/2002

2. Liquidity Ratio

The liquidity ratio is the ability of the company to pay its short-term obligation on time. It can be calculated through the following formula.

$$Cash\ Ratio = \frac{Cash\ +\ Cash\ Equivalent}{Current\ Liability} x100\%$$

$$Current\ Ratio = \frac{Current\ Asset}{Current\ Liability} x100\%$$

The result of the calculation then will be measured using this assessment below.

Table-5: Assessment Score Cash Ratio

Cash Ratio (%)	Score
Cash Ratio ≥ 35	5
25 ≤ Cash Ratio < 35	4
15 ≤ Cash Ratio < 25	3
10 ≤ Cash Ratio < 15	2
5 ≤ Cash Ratio < 10	1
0 ≤ Cash Ratio < 5	0

Table-6: Assessment Score Current Ratio

Current Ratio (%)	Score
125 ≤ Current Ratio	5
110 ≤ Current Ratio < 125	4
100 ≤ Current Ratio < 110	3
95 ≤ Current Ratio < 100	2
90 ≤ Current Ratio < 95	1
Current Ratio < 90	0

Source: The Ministry of SOEs Decree No. KEP-100/MBU/2002

3. Activity Ratio

The activity ratio is a financial metric used to evaluate companies' efficiency in leveging assets to generate revenue and cash. Activity ratios are evaluated using collection period, inventory turnover, and total asset turnover.

$$CollectionPeriod(CP) = \frac{Trade\ Receivable}{Revenue} x365$$

$$Inventory\ Turnover\ (ITO) = \frac{Inventory}{Revenue} x365$$

$$Total\ Asset\ Turnover\ (TATO) = \frac{Revenue}{Capital\ Employed} x100\%$$

The result of the calculation then will be measured using this assessment below.

Table-7: Assessment Score of CP

Collection Period (days)	Adjustment (days)	Score
CP ≤ 60	CP > 35	5
60 < CP ≤ 90	30 < CP ≤ 35	4,5
90 < CP ≤ 120	25 < CP ≤ 30	4
120 < CP ≤ 150	20 < CP ≤ 25	3,5
150 < CP ≤ 180	15 < CP ≤ 20	3
180 < CP ≤ 210	10 < CP ≤ 15	2,4
210 < CP ≤ 240	6 < CP ≤ 10	1,8
240 < CP ≤ 270	3 < CP ≤ 6	1,2
270 < CP ≤ 300	1 < CP ≤ 3	0,6
300 < CP	0 < CP ≤ 1	0

Table-8: Assessment Score of ITO

Inventory Turnover (days)	Adjustment (days)	Score
ITO ≤ 60	35 < ITO	5
60 < ITO ≤ 90	30 < ITO ≤ 35	4,5
90 < ITO ≤ 120	25 < ITO ≤ 30	4
120 < ITO ≤ 150	20 < ITO ≤ 25	3,5
150 < ITO ≤ 180	15 < ITO ≤ 20	3
180 < ITO ≤ 210	10 < ITO ≤ 15	2,4
210 < ITO ≤ 240	6 < ITO ≤ 10	1,8
240 < ITO ≤ 270	3 < ITO ≤ 6	1,2
270 < ITO ≤ 300	1 < ITO ≤ 3	0,6
300 < ITO	0 < ITO ≤ 1	0

Table-9: Assessment Score of TATO

Total Asset Turnover (days)	Adjustment (days)	Score
TATO > 120	TATO > 20	5
105 < TATO ≤ 120	15 < TATO ≤ 20	4,5
90 < TATO ≤ 105	10 < TATO ≤ 15	4
75 < TATO ≤ 90	5 < TATO ≤ 10	3,5
60 < TATO ≤ 75	0 < TATO ≤ 5	3
40 < TATO ≤ 60	TATO ≤ 0	2,5
20 < TATO ≤ 40	TATO < 0	2
TATO ≤ 20	TATO < 0	1,5

Source: The Ministry of SOEs Decree No. KEP-100/MBU/2002

4. Solvency Ratio

The solvency ratio is the ability of the company to pay all obligations on time or the ability of the company to pay all long-term debt on time. The popular ratio will be as below.

$$EquitytoAssetRatio(ETA) = \frac{Total\ Equity}{Total\ Asset} x100\%$$

The result of the calculation then will be measured using this assessment below.

Table-10: Assessment Score of ETA

Equity to Asset (%)	Score
ETA < 0	0
0 ≤ ETA < 10	4
10 ≤ ETA < 20	6
20 ≤ ETA < 30	7,25
30 ≤ ETA < 40	10
40 ≤ ETA < 50	9
50 ≤ ETA < 60	8,5
60 ≤ ETA < 70	8
70 ≤ ETA < 80	7,5
80 ≤ ETA < 90	7
90 ≤ ETA < 100	6,5

Source: The Ministry of SOEs Decree No. KEP-100/MBU/2002

3. RESULT AND DISCUSSION

The sample of this study is PT Siloam International Hospitals Tbk where the researcher used secondary data from consolidated financial statements published on Siloam's website and Indonesia Stock Exchange. Provided data has given sufficient source that is related to the objective of this study. The consolidated financial statement of PT. Siloam International Hospitals, Tbk year 2017-2021 are as follows.

Table-11: Consolidated Financial Statement Year 2017-2021

(In Millions Rupiah, unless Foreign Currency, Shares per Unit and Otherwise Stated)	2017	2018	2019	2020	2021
REVENUE	5.848.006	5.964.650	7.017.919	7.110.124	9.381.891
GROSS PROFIT	1.651.125	1.928.855	2.199.897	2.330.930	3.616.942
PROFIT (LOSS) FOR THE YEAR	103.521	26.393	-332.998	125.250	700.184
PROFIT (LOSS) FOR THE YEAR ATTRIBUTABLE TO : Owners of the Parent Entity and Non-Controlling Interest	103.521	26.393	-332.998	125.250	700.184
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR	109.499	16.915	-339.437	116.340	691.572
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR ATTRIBUTABLE TO : Owners of the Parent Entity and Non-Controlling Interest	109.499	16.915	-339.437	116.340	691.572
EARNINGS PER SHARE (in Full Rupiah)	68,29	9,95	-208,38	71,52	416,96
TOTAL ASSETS	7.596.268	7.694.942	7.741.782	8.427.782	9.304.325
TOTAL LIABILITIES	1.282.754	1.378.267	1.754.101	2.409.411	2.780.383
TOTAL EQUITY	6.313.514	6.316.675	5.987.681	6.018.371	6.523.942
RATIO OF PROFIT TO TOTAL ASSETS	1,36%	0,34%	-4,30%	1,49%	7,53%
RATIO OF PROFIT TO TOTAL EQUITY	1,64%	0,42%	-5,56%	2,08%	10,73%
RATIO OF PROFIT TO REVENUE	1,77%	0,44%	-4,74%	1,76%	7,46%
Number of Outstanding Shares	1.625.765.625	1.625.765.625	1.625.765.625	1.615.765.625	1.616.742.625
RATIO LIABILITY TO EQUITY	20,32%	21,82%	29,30%	40,03%	42,62%
RATIO LIABILITY TO ASSETS	16,89%	17,91%	22,66%	28,59%	29,88%

Source: Author Analysis (2023)

PT. Siloam International Hospitals, Tbk generated 60% revenue growth from 2017 to 2021 but experienced loss in 2019 due to high equity numbers. Further analysis with Decree SOE is explained as follows.

Profitability Ratio

PT. Siloam International Hospitals, Tbk profitability ratio is calculated through Return on Equity (ROE) and Return on Investment (ROI) from 2017 to 2021. In the year 2019, although the company generated revenue growth, it experienced loss due to a high increase in principal load. The profitability trend is shown in the below figure.

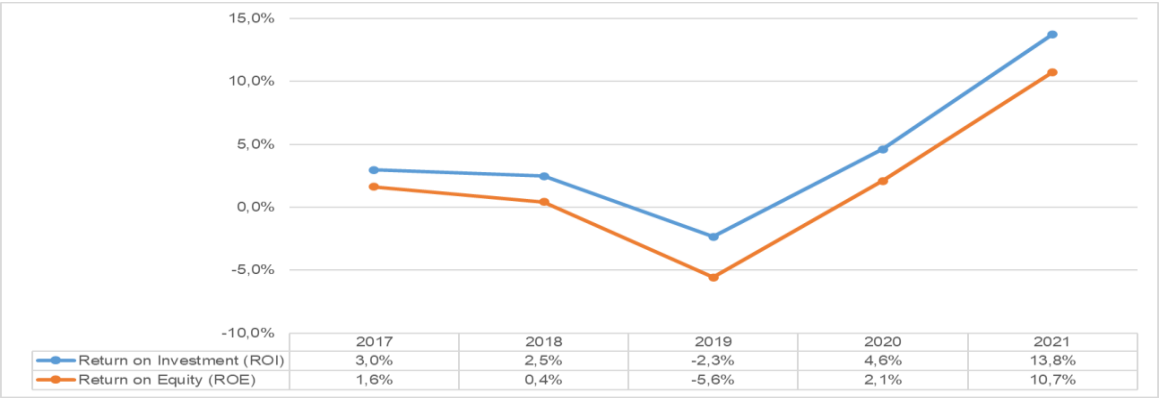
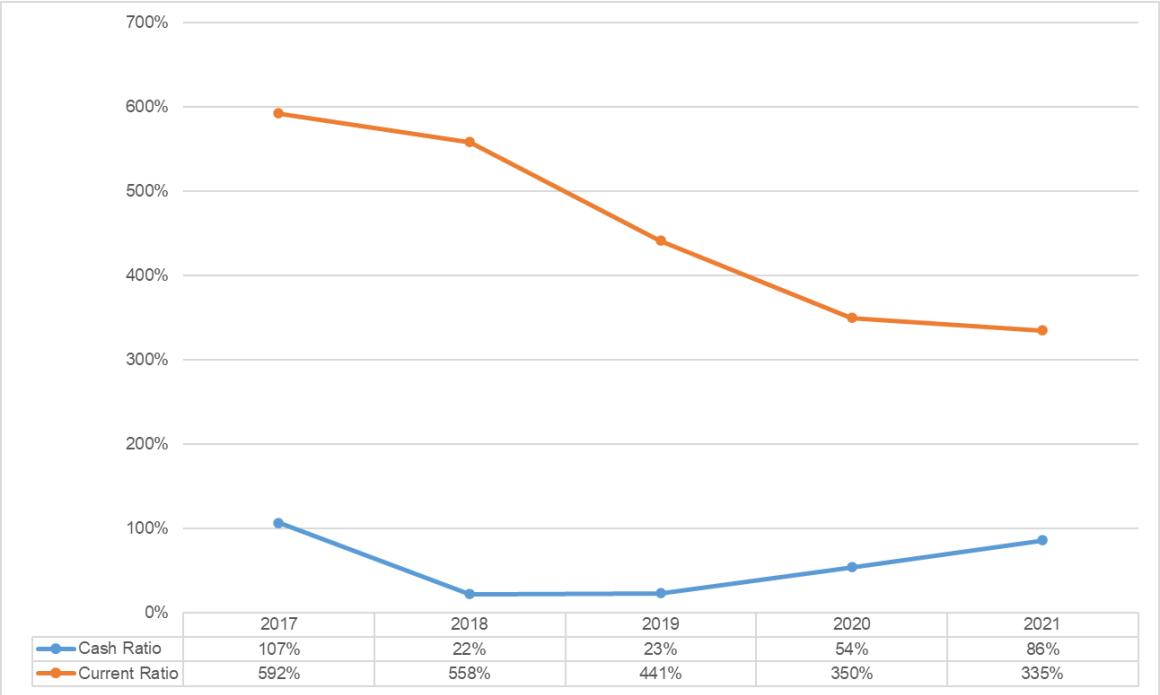


Figure-3: Profitability Ratios year 2017-2021
Source: Author Analysis (2023)

PT. Siloam International Hospitals, Tbk has shown bounce-back growth from 2020 onward or since the Covid-19 pandemic started when the health service demand was increasing, especially for inpatients. As mentioned in the Decree, the minimum standard to get the best score is 15% for ROE and 18% for ROI. The ROE and ROI of PT. Siloam International Hospitals, Tbk has been below the standard for five years. The highest ROE is in the year 2011 and it has shown 9% growth since 2017. The highest ROI is also in the year 2011 with 10,8% growth since 2017. The company gained a loss in 2019 which led to a minus ratio as well. PT. Siloam International Hospitals, Tbk can increase the ROE and ROI if they get a bigger profit per Rupiah of sales. Both ROE and ROI also can be improved by increasing the investment turnover. In turn, the investment turnover can be increased in either of two ways: (1) by generating more sales volume with the same amount of investment or (2) by reducing the amount of investment required for a given level of sales volume.

Liquidity Ratio

PT. Siloam International Hospitals, Tbk liquidity ratio is generated by calculating the current ratio and cash ratio. The result is shown in the below figure.



	2017	2018	2019	2020	2021
Cash Ratio	107%	22%	23%	54%	86%
Current Ratio	592%	558%	441%	350%	335%

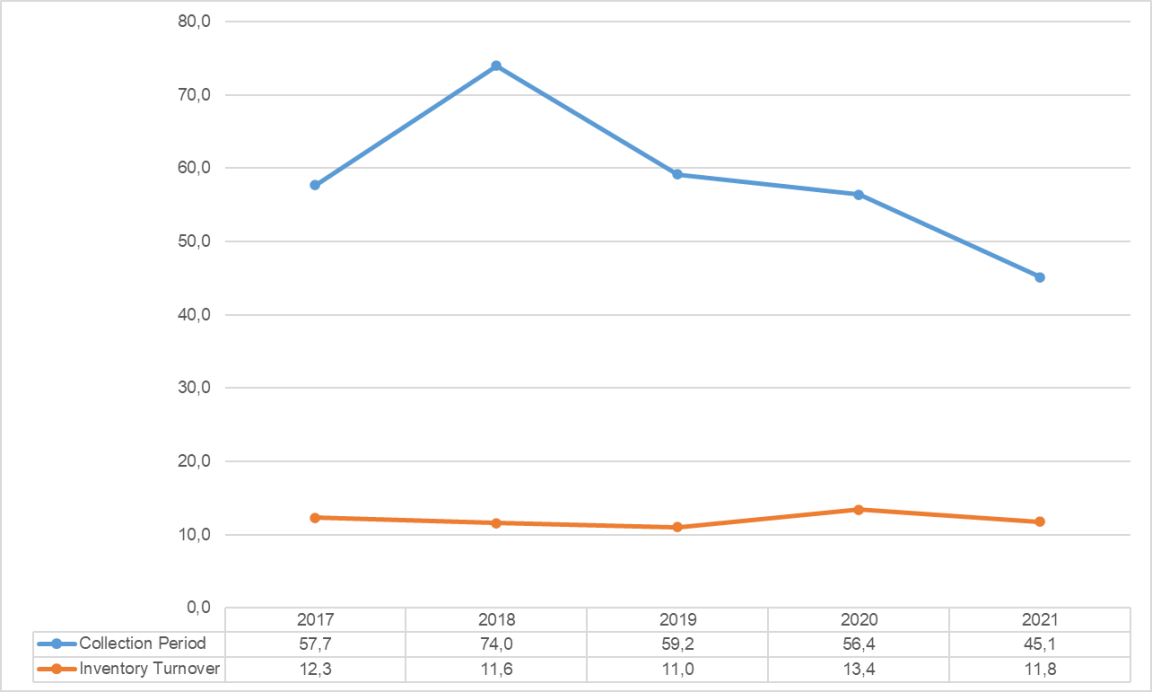
Figure-4: Liquidity Ratios year 2017-2021
Source: Author Analysis (2023)

Liquidity refers to the company's ability to meet its current obligations. Thus, liquidity tests focus on the size of, and relationships between, current liabilities and current assets. PT. Siloam International Hospitals, Tbk has bigger assets compared to liabilities, and that is reflected in consistent current ratios above 200% in the years 2017 to 2021. Their cash ratio maintained at

a 51% average in 2017-2019 but then increased since the Covid-19 pandemic with a 70% average in 2020-2021. In reverse, their current ratio overall shows a decrease from a 530% average in 2017-2019 to 342% in 2020-2021. In summary, the company can use its current assets which presumably will be converted into cash to pay the current liabilities.

Activity Ratio

PT. Siloam International Hospitals, Tbk liquidity ratio is generated by calculating the collection period, inventory turnover, and total asset turnover. The result for the collection period and inventory turnover days is shown in the below figure.



	2017	2018	2019	2020	2021
Collection Period	57,7	74,0	59,2	56,4	45,1
Inventory Turnover	12,3	11,6	11,0	13,4	11,8

Figure-5: Collection Period and Inventory Turnover year 2017-2021 (days)

Source: Author Analysis (2023)

The collection period is showing how long the company will receive its payment in account receivables and less is preferred. The result increased from 57 days in 2017 to 74 days in 2018. After they hit the highest number, it started to gradually decrease from 2019 to 2021. In short, the company has gone better in 2021 with 45 days collection period, so they can use it efficiently to satisfy the short-term debt.

The result also shows the linearity of inventory turnover in the period 2017 until 2021. This period shows the comparison of inventory turnover before and after the Covid-19 pandemic. In the figure, we can see that the company's inventory turnover is slightly better, starting with 12 days period in 2017 and decreasing to 11 days period in 2021. This result shows how fast the inventory for the company operations such as the stock of disposable equipment and the pharmacies are stagnant before and after the Covid-19 pandemic.

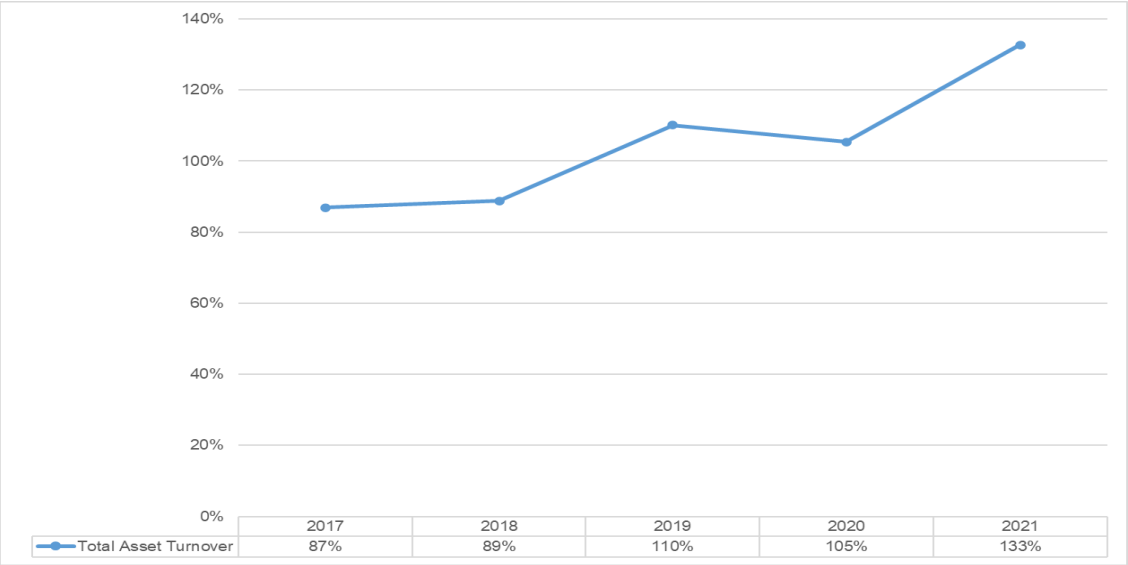


Figure-6: Total Asset Turnover year 2017-2021
Source: Author Analysis (2023)

The figure above shows the Total Asset Turnover for PT. Siloam International Hospitals, Tbk and it shows an increase from 87% in 2017 to 133% in 2021. This result is showing that the company is very efficient in utilizing their asset to generate sales.

Solvency Ratio

Solvency pertains to the company's ability to meet the interest costs and repayment schedules associated with its long-term obligations. PT. Siloam International Hospitals, Tbk solvency ratio is calculated by Equity to Asset (ETA) ratio and the result is as shown below.

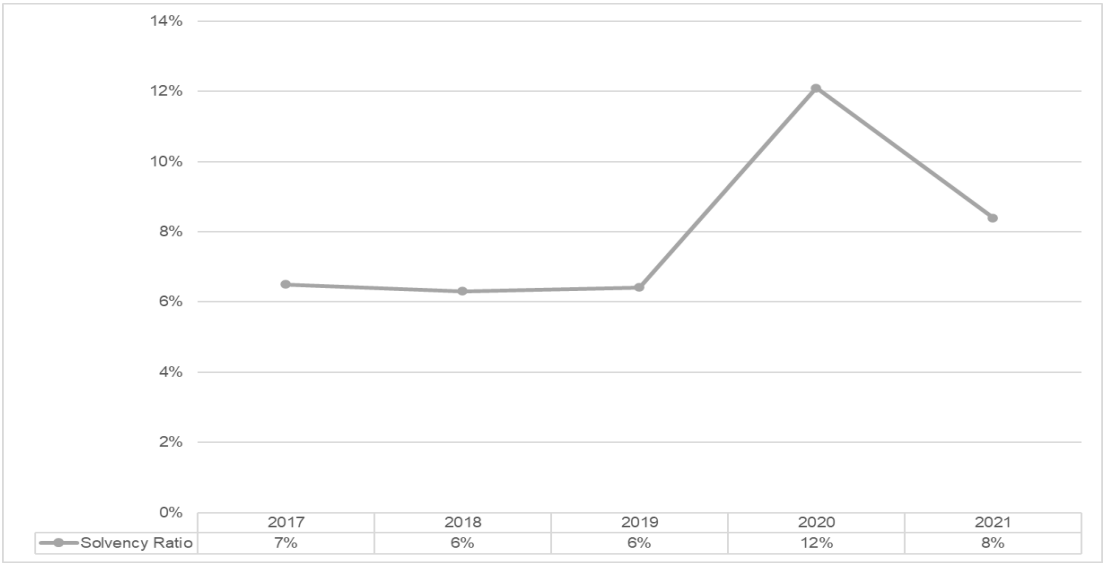


Figure-7: Solvency Ratio Trend Year 2017-2021
Source: Author Analysis (2023)

The result is showing a 6% average in the year 2017 to 2019 and increased to 10% since the Covid-19 pandemic began in 2020. The overall solvency ratio of PT. Siloam International

Hospitals, Tbk is having an average of 8% solvency for 5 years, which can be considered financially stressful.

Validation Testing

The table below illustrates the financial assessment of PT. Siloam International Hospitals, Tbk on the year 2017-2021 based on SOE Decree (2002). The company has an average weight of 37 in the year 2017-2019 then increased to 66 in the year 2020-2021 or since the Covid-19 pandemic began.

Table-12: Validation Test Result Year 2017-2021

Validity Testing		2017		2018		2019		2020		2021	
		Ratio	Score	Ratio	Score	Ratio	Score	Ratio	Score	Ratio	Score
Profitability Ratio	Return on Equity	2%	4	0%	0	-6%	0	2%	4	11%	14
	Return on Investment	3%	3	2%	3	-2%	0	5%	4	14%	12
Liquidity Ratio	Cash Ratio	107%	5	22%	3	23%	3	54%	5	86%	5
	Current Ratio	592%	5	558%	5	441%	5	350%	5	335%	5
Activity Ratio	Collection Period (Days)	57,7	5	74,0	5	59,2	5	56,4	5	45,1	5
	Inventory Turnover (Days)	12,3	5	11,6	5	11,0	5	13,4	5	11,8	5
	Total Asset Turnover	87%	3.5	89%	3.5	110%	4.5	105%	4	133%	5
Solvency Ratio	Equity to Asset Ratio	7%	4	6%	4	6%	4	12%	6	8%	4
Total Score			31		25		22		38		55
Total Weight			44		36		31		54		79
Health Level			BB		B		B		BBB		A
Status		Less Healthy		Less Healthy		Less Healthy		Less Healthy		Healthy	

Source: Author Analysis (2023)

Limitation

The components in the calculation of the financial performance ratio are using secondary data from the financial report of the company, it cannot include the breakdown of revenue. This study also has not included any other factors such as Operational and Advertising. The financial ratio standard in this study is based on Decree SOE in 2002 that is referring to Stated Owned Enterprises (SOEs). However, PT. Siloam International Hospitals, Tbk is a private company and therefore the standard was used to objectively grasp the financial performance and soundness of a company.

4. CONCLUSION AND RECOMMENDATION

Conclusion

The main objective of this study is to analyze the financial ratio for future business consideration and the standard is referring to Decree SOE in 2002. On overall scoring, the company is less healthy for the years 2017 to 2019 with decreased health level from BB to B. However, the company bounce back in 2020 with BBB health level and even got better with A in 2021 which also changed their status to Health. The increase happened since the Covid-19 pandemic began in 2020.

PT. Siloam International Hospitals, Tbk also experienced a loss in 2019 shown in the generation of a negative profitability ratio due to a high number in operation expenses. However, the company starts to recover from 2020 onward due to increased health services demand during the Covid-19 pandemic. This is mainly because the impact of the Covid-19 pandemic has been felt right across the healthcare business.

Recommendation

Results given from this study is showing the combination of less healthy and healthy financial performance status, hence the company should be able to take careful consideration to improve its operations which will impact performance. PT. Siloam International Hospitals, Tbk needs to work on their financial healthiness level. The company needs to have better management in restructuring its assets to generate more profit. They need to use more of the asset to their maximum potential by giving more services using the assets or maybe renting the assets to other companies to generate more profit.

Although the Covid-19 pandemic might have been beneficial in contributing upside, people now have higher self-awareness in carrying out health checks, and the number of healthcare service providers also increasing. Key strategies to create a value proposition that can be implemented will be focused on improving service and convenience for patients.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Study of Work Motivation of Construction Support Workers That Influences on Work Productivity Viewed from Maslow's Theory (Case Study on The "*Green House*" Building Project in City "X")

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ABSTRACT

Work motivation is an important factor in increasing productivity in the construction industry. The work motivation of supporting workers can increase if the needs that can be met are known so that it affects the productivity of workers properly. In accordance with the background, this study was intended to determine the level of needs in terms of Maslow's theory by conducting interview with 1(one) person as the Head of Corporate Human Resource and Building Implementation Modelling (BIM) and questionnaire surveys of 30(thirty) respondents on support workers for the "Green House" building construction project in city "X". The results showed that support workers have work productivity below the target and tend to stagnate, this is because there are motivational factors that have not been met, namely Physiological Needs while motivational factors that have been met in the form of Needs for Actualizations, Belonging / Social Needs and Safety Needs can make support workers work for a long period of time. This paper discusses the results of the research obtained and provides several proposals to increase the motivation of supporting workers which will affect work productivity.

Keywords: Life Needs, Motivation, Productivity

INTRODUCTION

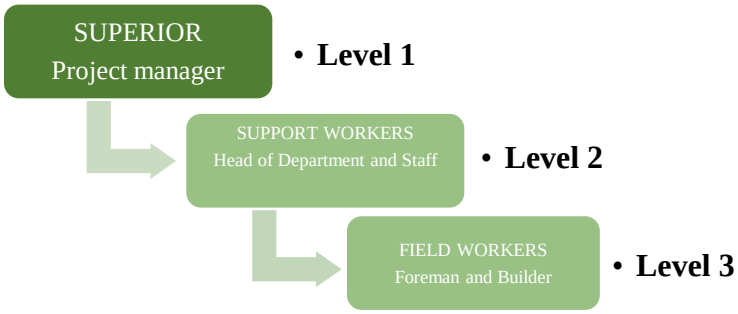
This study aims to examine the work motivation of construction support workers who influence the increase in work productivity by using *Maslow's Theory*. The subject of this study will use data and support workers from the *Green House building project* in city *"X"* by the contractor PT *"APG"* which has special specialization in the field of high-rise building construction.
The structure of this research will start from the background of the company before continuing with diagnosing problem formulation, identifying problem solutions and designing recommendations for proposed improvements that need to be carried out by the company using the *Organizational Development framework*. The research results can be explained based on the results of a survey of support workers by applying *Maslow's Hierarchy of Needs Theory*.
This research will end with recommended steps for further improvement proposals that can be carried out by the company based on the results of interviews with 1 Head of *HR* and *BIM* and respondents ' answers to the questionnaire conducted to 30 support workers during the implementation of the *Green House building project* in the city "X".

1. BACKGROUND

1.1 Company Background

This multi-store building construction project is made with the concept of *"Go Green"*, implemented in a city located in West Java Province where it will become an integrated *Satellite City* or *Independent City* covering essential and non-essential sectors managed by PT *"APG"* .
PT . *"APG"* is an Indonesian national company engaged in construction services, infrastructure development, property, real estate and *EPC (engineering, procurement & construction).* In discussing this research, it will focus on building construction services.
The building construction with the concept of " *Go Green* " under PT . *"APG* " is headed by 1 Project Manager who employs 250 workers consisting of 50 support workers who are located in the office and 200 construction workers who are in the field. The project implementation period starts from 6 September 2021 to 29 November 2022, which is 450 calendar days. In order to better understand the object of research in the implementation of the *Go Green building project*, the organizational structure of the implementation of this project can be briefly explained at the employee level, namely:

Figure 1.1. Level Structure of *Green House Project Employees*



Source : Data Interview by Himawati. Nur. Henny. (2022).

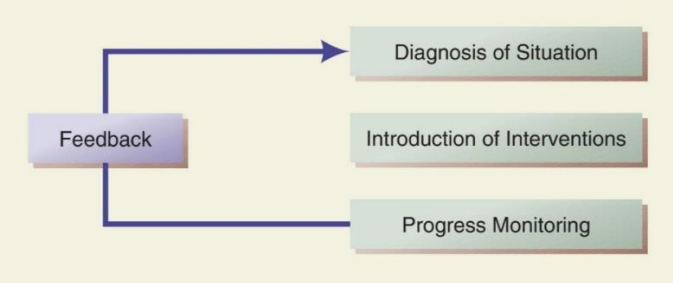
The benchmark for the success of a development project needs to be balanced with the work productivity of an adequate workforce, both for support workers and for implementing

development projects. The main focus of productivity in the construction industry is worker productivity *(labor productivity)*, because workers *(labor)* are the resource that has the greatest influence on the achievement of management work results in the construction of a project . So far, research discussions have only discussed project implementing workers, especially field workers or called " *laborers* " as Andi and Dwi Djendoko have written in their writing entitled Worker Motivation in Several Construction Projects in Surabaya and Risdiyanti Wulansari in writing entitled Review of Worker Motivation Construction Project Against Abraham H Maslow's Theory of Needs. Project support workers located in offices are important to analyze because these workers are the bridge between level 1 and level 3 so that they can help realize the company's targets set by superiors. Therefore, this study will focus on support workers who are in the office (level 2) as stated in the implementing organizational structure (Figure 1.1) and hopes to enrich further research discussions.

1.2 Problems Faced by the Company

To identify the problems faced by PT. *"APG* ", used the theory of *Organizational Development (OD)* which is a model of change and development within an organization .

Figure 1.2. Organizational Development Stages



Source : Organizational Behavior. Michael A. Hitt. (2011)

In organizational development research according to the book *Organizational Behavior* by Michael A. Hitt, the author focuses on 2 stages carried out:

1. Diagnosis of the company and market situation (*Diagnosis of Situation*)

Diagnostic tools for Enterprises include interviews, surveys in which the analysis of issues is process oriented, and accurate records (e.g. performance records) whether taken on an individual or group basis.

2. Interventions (*Introduction of Interventions*)

The intervention stage can be determined by identifying the need for problem solving and designing recommendations for improvement. Organizational development interventions include various forms of proposed strategies, systems or other programs.

Table 1.1. Key Performance Indicators (KPI)

No	Key Performance Indicator (KPI	Parameter	6 Sept 21 - 9 Dec 21		12 Des 21 - 11 April 22		14 April 22 - 15 August 22		18 August 22 - 29 Nov 22	
			Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
1	Make progress reports/Work progress	Status	100%	65%	100%	70%	100%	75%	100%	TBC
2	Make daily, weekly and montly reports	Status	100%	40%	100%	50%	100%	50%	100%	TBC
3	Receive and distribute correspondence	Status	100%	80%	100%	80%	100%	80%	100%	TBC
4	Ordering and receiving of building materials	Status	100%	55%	100%	65%	100%	65%	100%	TBC
5	Ensure the audit process is correct and in accordance with the Quality Control (QC) Plan	Status	100%	50%	100%	60%	100%	60%	100%	TBC
6	Identify, control and follow up on improvements to the implementation of the test	Status	100%	55%	100%	60%	100%	60%	100%	TBC

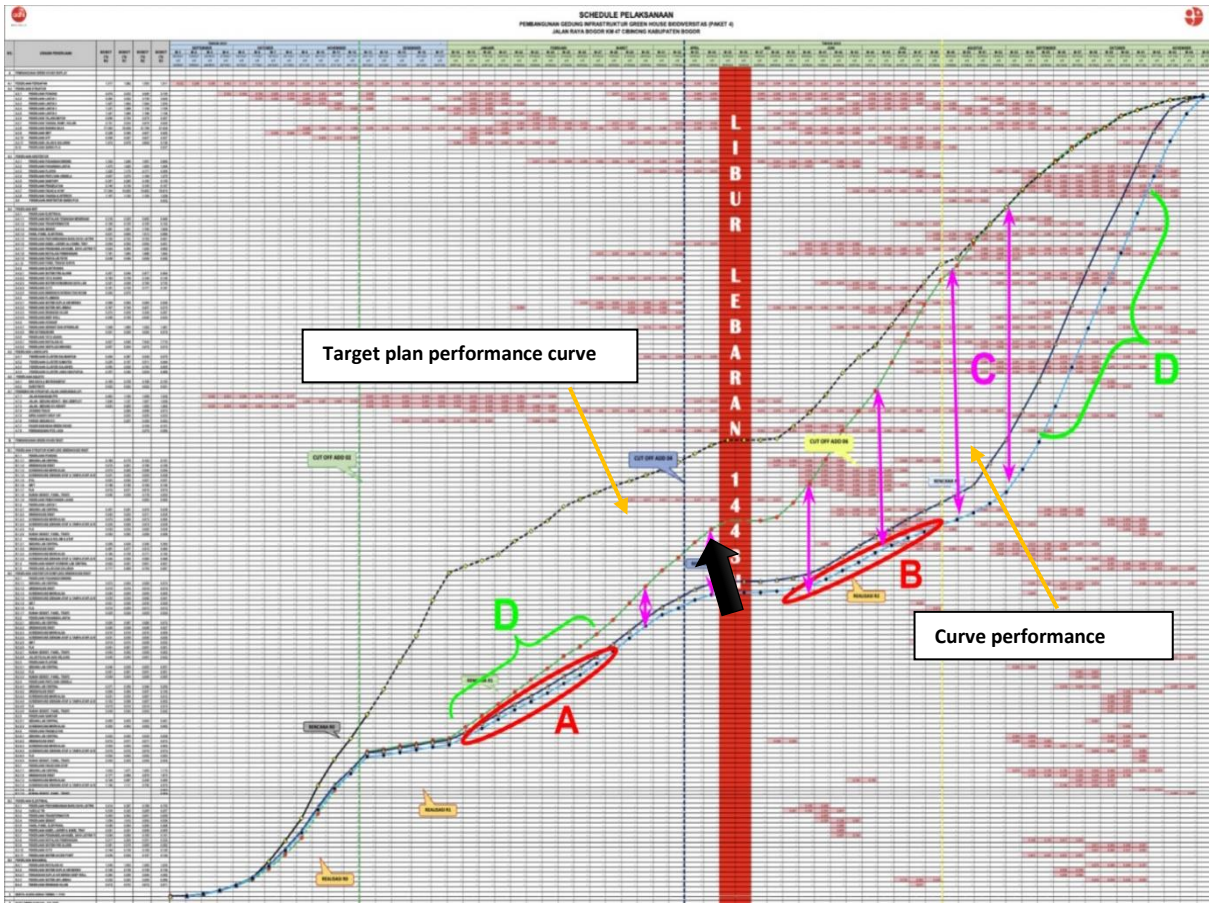
Source : Data Interview by Himawati. Nur. Henny. (2022).

In determining the productivity level of PT *"APG"*, KPI data and the overall productivity curve have been conducted interviews with the Head of *Corporate Human Resources (HR)* and *BIM* at PT *"APG* ". KPI is the result of a review of performance which can reflect the level of employee productivity.

The company's KPIs have been reviewed 4 times a year, starting from Q1, Q2, Q3 and Q4, where assessments are carried out for work evaluations in 3 months and additional wages or incentives every 6 months for performance results. From the difference between the plan and the realization, there is a deviation in the form of the difference between the target and the average realization for each evaluation which is 42.5%, 35.83% and 35% respectively for Q1, Q2 and Q3, while for Q4 there is no data because there is no data yet. there is a conclusion. Even though there is a decreasing deviation which indicates an increase, the average increase is smaller than the 6.68% increase from Q1 to Q2 and there is only an increase of 0.83% from Q2 to Q3. Based on the results of interviews, currently the progress of project completion is in the range of 45% so it is likely that project completion will experience delays which will have the potential for losses.

To further investigate the level of performance within the team, he provides a *Productivity curve* or so-called *Work Performance curve* as shown below:

Table 1.2. Work Performance Curve



Source: Data Interview by Himawati. Nur. Henny. (2022).

In analyzing this table, there are 4 sections that can be underlined. Section C marked in pink is the difference from the *Work Performance curve* compared to the target with the realization as indicated by the orange arrow. It can be seen that the extension of the pink C line is getting wider, indicating that it is farther behind the target, even though as a whole there is a trend that the performance curve is still growing.

From part D in green, it can be seen that the performance gradient tends to be a straight line. Because this is a performance curve, gradients can *show the rate of increase of productivity* (like the "Y" axis which indicates the amount of performance based on KPI units) and *over time* (like the "X" axis which shows the time where the column headings in the top table are month and date). This condition can be seen on both sides of D that the level of performance tends to *stagnate* (same growth) prior to decreasing productivity, which can be seen from the decreasing gradient of the curve towards a straight line as indicated by the black arrow.

After using the *OD model* stage 1, diagnosing and analyzing the *KPI numbers* and the *productivity curve*, it was found that there were *two problems*, namely, first, *productivity was behind target* and second, *productivity tended to stagnate*.

However, from the results of further analysis, an interesting picture is that the regions in sections A and B have experienced an increase in productivity due to long holidays, including Christmas and New Year holidays in December and January where previously there was the Idul Fitri holiday in May. From the results of the interviews, the answer was that for the two time periods the company had provided holiday allowances and bonuses. From *Maslow's Hierarchy of Needs Theory* approach which explains that the existence of wages and bonuses

and additional incentives will motivate workers which affect increased productivity. This will be studied further in the method and discussion of research results.
After diagnosing the problem at stage 1 and moving on to stage 2, namely to further identify problem solving and design recommendations in the form of suggestions or suggestions for improvement**,** this study will use *the Hierarchy of Needs Theory. Maslow* in order to know the most important factors of worker motivation to increase productivity.

1.3 Research Objectives

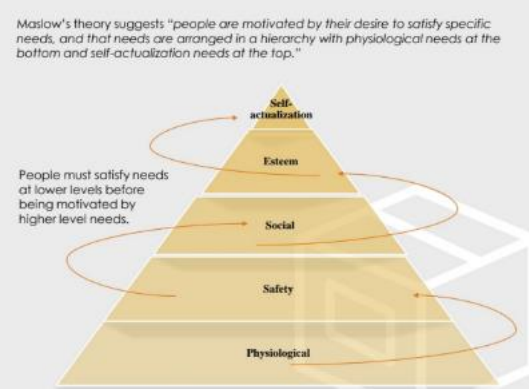
This study aims to determine the work motivation factors for construction support workers that affect work productivity in terms of Maslow's theory. In this study, the authors used a survey by sending questionnaire data to 30 support workers in implementing this project and interviewing 1 Head of Corporate HR and BIM.

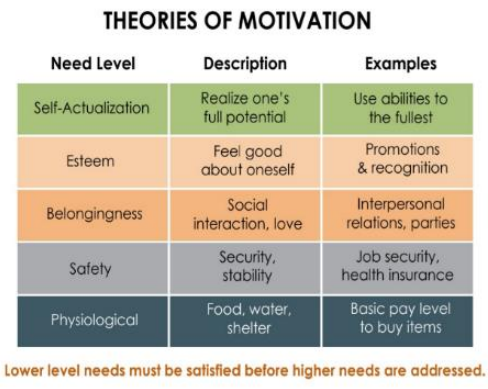
2. LITERATURE REVIEW

2.1 Maslow's Theory

Motivation is an impulse that makes people act or behave in motivational ways that refer to the cause of a behavior, such as factors that encourage someone to do or not do something.
In another sense, motivation is a concept used to explain actions in or within an organization to initiate *and* direct *behavior*. Behavior with greater intensity is perceived as the result of a higher level of motivation. This motivation is manifested by action to get what is meant by satisfaction of these needs.
From the general understanding of motivation mentioned above, several approaches have been developed regarding the theory of Work Motivation. A number of experts since the early 1900s have expressed various theories of work motivation. These theories developed mainly in the fields of psychology, human resource management and organizational behavior. These work motivation theories can be grouped into three major sections, namely *Content Theories* , *Process Theories*, and *Contemporary Theories*.
In this work motivation research using *content theories*, namely focusing on the Hierarchy of Needs Theory put forward by Abraham H. Maslow in 1954. This theory is often known as Maslow *'s Hierarchy of Needs Theory* or called *Maslow's Theory* which can be seen in the picture as following:

Figure 2.1. *Maslow* 's Theory Figure 4. Maslow *'s Theories of* Motivation





Source: Organizational Behavior and Design. McGraw-Hill Education. (2019).

In this theory it is argued that in every human being there is a hierarchy of five categories of needs, namely *Physiological Needs*, *Safety Needs*, *Social Needs*, *the Need for Esteem*, and *Self-Actualization*. These five categories of needs are further divided into two major parts. *Physiological* and *Safety Needs* are part of *lower-order needs*, while *Social Esteem* and *Self-Actualization* are part of higher-order needs.

3. RESEARCH METHOD

The method in this study consists of several stages, namely:

a. Conducting a literature review on worker motivation in construction projects from research that has been conducted which aims to find research gaps.
b. Develop research instruments that will be used by developing research that has been done. The purpose of using instruments from research that has been done before is with the consideration that the research instruments have been tested for validation.
c. Determine the sampling method.
d. Collecting questionnaire survey data given to support workers in project implementation. The questionnaire contains 49 general questions of respondents about the hierarchy of needs which can be grouped into 5 major groups according to *Maslow's theory*. This is done to find out which motivation is most important so that it can affect the morale of the workers.
e. Respondents were asked to provide an assessment based on the level of importance of each factor. The level of importance is arranged based on a scale of one to five. Score one for strongly disagree, two for disagree, three for disagree, four for agree and five for strongly agree.

4. RESULTS AND ANALYSIS

4.1 Preparation of Questionnaires and Motivational Factors

This study collected data with a questionnaire survey. The questionnaire contains 49 general questions from respondents which can be processed into 13 motivational factors in the five major groups as shown in the table below.

Table 4.1. Classification of 49 questionnaire questions into 13 motivational factors in 5 large groups based on *Maslow's Theory*

Maslow's Hierarchy Of Needs
Physiological Needs Good wages Meet basic needs (clothing, food, shelter) Bonus and additional wages Rest and health
Safery Needs Good job Good safety program
Belonging/Social Needs

Relationships with fellow workers Togetherness program Good supervision
Needs for Esteem Recognition for work
Needs for Self-Actualization Training program and opportunities for self-development Challenging job Acceptance of proposals by superiors

Questionnaire questions can be grouped into 13 motivational factors, which describe the five major groups. Based on *Maslow's theory*, the major groups are *Physiological Needs*, *Safety Needs*, *Social Needs*, the *Need for Esteem* and *Self-Actualization*. This survey aims to find out how far the company has fulfilled the motivation of the workers by providing an assessment based on a scale of one to five. Score one for *STS* (*Strongly Disagree*), two for *TS* (*Disagree*), three for *KS* (*Less Agree*), four for *S* (*Agree*), five for *SS* (*Strongly Agree*).

4.2 Processing and Analysis of Research Results

The data obtained from the questionnaire was processed by looking for *the Relative Importance Index* (*RII*) of each factor. The RII of each factor is measured by comparing the total factor value with five times the sample size, so that the RII value will range between 0 (minimum) and 1 (maximum) where the higher the RII value the more satisfied office employees will be with the motivational support given to that factor. The smaller the RII value, the more dissatisfied and unfulfilled these motivational factors are. The difference between the maximum value and the RII value (1-RII) indicates an opportunity for companies to increase these motivational factors so that workers are satisfied and motivated to be more productive.
the Green House building construction industry in city "X" is carried out by grouping the 13 motivational factors above into five groups based on *the Hierarchy of Needs Theory. Maslow*, then from the factors in each group the average is sought. The motivational factor with the largest average *RII* is the most fulfilled motivational factor among office workers at PT *"APG*".

4.3 Discussion of Research Results

The object of this research was conducted by conducting a survey distributing questionnaires to 30 respondents consisting of 24 men and 6 women.
The majority of support workers are contract workers, followed by contract workers based on SPK (Work Implementation Letter) or projects and PKJP (Project Level Contract Employees).
Work motivation factors that have been fulfilled based on the rating of the respondent's answers.

Table 4.2. Fulfilled Employee Motivation Factors

Maslow's Hierarchy Of Needs	Rating Met
Physiological Needs	
Good wages	13
Meet basic needs (clothing, food, shelter)	12
Bonus and additional wages	11

Rest and health	10
Safery Needs	
Good job	4
Good safety program	8
Belonging/Social Needs	
Relationships with fellow workers	2
Togetherness program	9
Good supervision	6
Needs for Esteem	
Recognition for work	7
Needs for Self-Actualization	
Training program and opportunities for self-development	5
Challenging job	3
Acceptance of proposals by superiors	1

From table 4.2 it can be seen that acceptance of proposals by superiors is the highest factor, this indicates that this company's environment has provided a conducive work environment for sharing feedback, suggestions and others. The second motivational factor that has been fulfilled is good relations among workers, this is in line with the satisfaction factor based on the first rank because this shows that the relationship between workers is good. It can be seen that ratings 1 to 5 motivational factors that have been fulfilled cover 3 major groups of 5 *Maslow's Hierarchical Needs Theory*, namely *Needs for Self-Actualization* includes ratings 1, 3 and 5. The second is *Belonging/Social Needs* with the second rank and *Safety Needs* is the second rank. third.

Furthermore, it can be seen that a large group of motivational needs that tend not to be satisfied are *Physiological Needs* which consist of motivational factors for rest and health for rank 10, bonuses and additional wages for rank 11, needs for clothing, food and shelter at rank 12 with the last being very unsatisfactory. satisfied is a good wage is ranked 13th. This shows that the lowest level of *Maslow's theory* has not been fulfilled among support workers. To find out how different the factors that have been fulfilled and those that have not been fulfilled, further trace the results of the survey which can be seen in the next table.

Table 4.3. Unfulfilled Employee Motivation Factors

Rank	Motivator	Satisfaction score given					Total Responden (N)	Weighted Total	Mean (Based on number of questions dedicated per factor)	Relative Importance Index (Real) (The smaller, the more unfulfilled)	Difference from most satisfied (1-Real)
		1	2	3	4	5					
1	Good wages	6	15	47	51	1	30	386	96.500	0.643	0.357
2	Meet basic needs (clothing, food, shelter)	4	14	24	48	0	30	296	98.667	0.648	0.342
3	Bonus and additional wages	4	10	31	41	4	30	301	100.333	0.669	0.331
4	Rest and health	3	6	29	46	6	30	316	105.333	0.702	0.298
5	Good job	0	7	17	63	3	30	332	110.667	0.738	0.262
6	Good safety program	1	4	14	66	5	30	340	113.333	0.756	0.244
7	Relationships with fellow workers	0	15	44	186	25	30	1031	114.556	0.764	0.236
8	Togetherness program	0	7	13	89	11	30	464	116.000	0.773	0.227
9	Good supervision	0	3	17	58	12	30	349	116.333	0.776	0.224
10	Recognition for work	0	3	11	69	7	30	350	116.667	0.778	0.222
11	Training program and opportunities for self-development	0	10	23	136	41	30	838	119.714	0.798	0.202
12	Challenging job	1	4	10	142	23	30	722	120.333	0.802	0.198
13	Acceptance of proposals by superiors	0	0	4	40	16	30	252	126.000	0.840	0.160

Table 4.3 shows the factors of work motivation that have not been fulfilled. According to the results of this analysis there are differences between *Maslow's Hierarchy of Needs Theory* in the textbook and its application in the field. In this theory it can be seen that personal needs must be met starting from the lower level because these needs are basic needs to ensure the "*Survival Needs*" of a support worker, but in the implementation of this company can only meet the needs at the top level.

Means appropriate *Maslow's Hierarchy of Needs Theory*, because basic needs have not been met satisfactorily, workers do not get the satisfaction that exists in reality. However, from the survey results and by looking at the *RII* value, workers take quite a lot of satisfaction from the highest level of need with the highest *RII value* of 0.840 and a difference of only 0.160 from the highest satisfaction score.
This shows that in the realization that occurs even though the lower needs have not been met, support workers can still be motivated to work from the higher level needs, namely *Needs for Self Actualization*. This can be seen from workers who have worked for a long time from project to project, ranging from workers who have worked for 11 years to 20 years.
However, judging from the comparison of the most satisfied *RII scores for Needs for Self-Actualization* with the most dissatisfied motivational factors in the *Physiological Needs group* (rank 5), there is a significant difference, namely 0.197. Compared with the difference of 0.033 between *the Need for Self-Actualization* and *Belonging of Social Needs* (rank 2), 0.037 between *Needs for Self-Actualization* and *Safety Needs* (rank 3) and 0.040 between *Need for Self-Actualization* and *Need for Esteem* (rank 4).
So we can see that actually the difference in satisfaction rating 1 with ratings 2,3,4 is almost the same with a minimum difference of 0.004 to 0.007.
This shows that there is a significant lack of companies to increase worker motivation in the *Physiological Needs group* compared to other groups.

5. CONCLUSIONS AND SUGGESTIONS

Therefore it can be concluded that there is an urgent need to increase the motivation of support workers at the *Physiological Needs Level* which is expected to support the productivity level from being behind the target and tends to stagnate for the better, namely to be able to obtain a productivity level that exceeds the target and will gradually increase continuously.
This conclusion is in line with the view that has been seen in the results of interviews with companies where there is an increase in productivity after the holiday period and the provision of THR (Table 1.2. Work Performance Curve).
Therefore, from the results of the study, the authors recommend suggestions or suggestions to increase efforts to increase the motivational factors of *Physiological Needs* based on good wages (rank 13), bonuses and additional wages (rank 11) by increasing the motivational factors of providing additional wages or incentives. Incentive payments are based on *KPIs* with a long frequency where previously incentive payments were only made once every 6 months, in the future this can be done every 3 months. If there is an increase in the percentage of reality for each KPI checking, the team will receive an incentive.
In total, their wages will increase and can increase work motivation in 3 aspects of satisfaction at once, namely good wages, being able to meet the necessities of life and bonuses and additional wages. This will have an effect on better work productivity, namely productivity will increase and will gradually exceed the set target.

6. RESEARCH LIMITATIONS

In this study only use motivational factors based on *Maslow's Hierarchy of Needs Theory* without regard to motivator and demotivator factors as other work motivational factors for support workers and field implementers which can increase work productivity in implementing construction projects in terms of Herzberg's theory and other theories.

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Financial Performance Analysis of Logistic and Transportation Service Company: Case Study in PT. Adi Sarana Armada Tbk

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ABSTRACT

The Indonesian transportation and logistics industry showed the most significant economic growth in 2022 compared to the 2021 on annual basis(y-o-y) which grew by 19,87%. The purpose of this research is to analyze the financial performance of a logistic and transportation service company listed on the Indonesia Stock Exchange (IDX), PT. Adi Sarana Armada Tbk (ASSA). Financial ratio analysis (FRA) is applied to review ASSA's financial performance position relative to competitors, industry averages and the impact of the covid-19 pandemic; and analyze the factors that affect the return and profitability of ASSA shares. The ratios chosen include Return on Assets, Debt to Equity ratios and Debt to Asset ratios, Asset Turnover, Current Ratios, Profit Margin, Return on Equity, Market Return and Stock Return. This study uses quantitative research methods and purposive sampling techniques to collect the required data. The sample consists of 40 quarterly financial reports, from 2012 to 2021. Based on financial performance analysis, ASSA is classified as expensive based on Price-To-Earnings Ratio compared to peer averages and industry averages in terms of profitability and liquidity. In addition to the positive profitability and solvency trends, the efficiency in the use of ASSA's assets is quite concerning. In relation to the factors that predict ASSA stock returns, this study finds that fundamental factors have a statistically limited effect on stock returns. It also reveals that only profitability is affected by fundamental financial factors such as asset turnover and financial leverage.

Keywords: Financial Performance, Financial Ratios, Logistic And Transportation Services Company, Covid-19 Pandemic

1. INTRODUCTION

In the current globalized world, a company's business performance and competitive position in the market represent two of the most critical indicators of a company's success. To maintain a competitive advantage, it is important to assess and analyze a company's financial standing and performance. In Indonesia, the main indicator for Indonesian stock market movement is Indeks Harga Saham Gabungan (IHSG) or can becalled as Indonesian Composite Index (ICI), Indonesian Exchange (IDX) Composite, or Jakarta Stock Exchange (JKSE). According to Daniswara & Daryanto (2000) states that IHSG is an index of stock prices that arranged and calculated with trend movement result, where the index number can be used to compare the event that can be price changes from time to time. The value of a company, often assessed through its share price, is greatly influenced by its relative performance compared to competitors in the market. Furthermore, the competence of the company's management in effectively running the business is a key factor in sustaining a competitive advantage. To gain competitive advantage in the market, management of the company should manage the business in the most effective and efficient manner (Sari, 2019) and should pursue positive growth opportunities that enhance company's economic value. Understanding how numerous factors influence the economic value of a company, indicated by its share price and profitability, is therefore critical for management decision-making as well as investment opportunities purposes.

Financial performance is the ability of a company to manage its financial assets effectively during a specific period to find out and evaluate the level of success of the company's financial activities (Farruddin, Damayanti, & Ichwani, 2022). This study focuses on the transportation service company sector in Indonesia by analyzing a publicly listed transportation service company in Indonesia, ASSA, as this industry sector has not been explored. This research explored what has been demonstrated in prior studies about financial performance and stock returns, however applied in different industry sectors. There are five main financial ratios affecting a company's value or share price that are commonly measured: profitability, efficiency, liquidity, and solvency. A research conducted by Asmiranto & Somantri (2017) examines the effect of liquidity, solvency, profitability and market ratios on the stock price of a pharmaceutical company listed on the Indonesia Stock Exchange during the period 2012- 2016. The study incorporates Current Ratio (CR), Debt-to-Equity Ratio (DER), Total Assets Turnover (TATO), Return on Equity (ROE), and Earnings per Share (EPS) in the model as predictors of stock returns. Their research concludes that Current Ratio (CR), Debt-to-Equity Ratio (DER), Total Assets Turnover (TATO), Return on Equity (ROE) lack the statistical significance to explain the variance in the stock price of the selected sub-pharmaceutical companies. Only Earnings per Share (EPS) has a significant impact on these sub- pharmaceutical company's stock prices. Another research by (Halim, Sembel, & Malau, 2022) also reveal that ROA and ROE do not significantly influence stock returns. On the contrary, there are prior studies that found significant correlation between Return on Assets (ROA), return on equity (ROE), debt-to-asset ratio (DAR), debt-to-equity ratio (DER) and stock returns. They discovered that ROA and ROE have significantly positive effects on stock

return, while debt-to-asset ratio (DAR) and debt-to-equity ratio (DER) are negatively associated with stock returns (Banerjee, 2019); (Endria, Dermawan, Abidin, & Riyanto, 2019); (Nurhakim, Yunita, & Iradianty, 2016); (Nurhikmawaty, Isnurhadi, Widiyanti, & Yuliani, 2020) (Riza & Sudibyo, 2020); (Saleh, 2015); (Shakeel & Ali, 2018). Another industry sector explored by past studies is the property and real estate industry. The study analyzed the effect of financial performance and firm size on stock returns of property and real estate companies listed in the Indonesia Stock Exchange from 2012 to 2016 (Suciati, 2018). The findings suggest that only leverage has a significant effect on stock returns while liquidity, profitability, and firm size have no significant impact.

The global economy faces challenges due to the Covid-19 pandemic in all countries, including Indonesia (Sumarni, 2020). The Indonesian government introduced a policy to impede the transmission of Covid-19, originally referred to as the Large-Scale Social Restrictions (LSSR) or *Pemberlakuan Pembatasan Kegiatan Masyarakat.(PPKM)*. This policy has since been updated and is now known as the Community Activities Restrictions Enforcement (CARE).

Table 1. Cumulative Growth Rate (%) Transportation Sector 2018 - 2022

No	Information	Cumulative Growth Rate %				
		2018	***2019***	***2020***	***2021***	***2022***
Transport and Warehousing		**7,05**	**6,39**	**-15,04**	**3,24**	**19,87**
	Rail Transport	10,74	4,49	-42,34	-3,37	69,80
	Land Transport	7,13	9,96	-5,34	4,55	8,73
	Sea Transportation	7,22	10,56	-4,57	2,89	5,12
	River and Lake Transportation Crossing	5,20	5,58	-13,00	-0,42	69,94
	Air Transportation	6,03	-9,76	-53,01	-8,01	66,90
	Warehousing and Transportation Support Services; Post & Courier	7,93	10,34	-17,61	5,03	40,54

Source: (Badan Pusat Statistik, 2022)

The transportation and warehousing sector grew 19,87 percent year on year (yoy) in 2022 compared with 2021 on annual basis, contributing 5.31 percent to the GDP. For this reason, the Indonesian transportation service company industry is purposely selected as the subject of this research to provide more accountable information for investors in the transportation service capital market. PT Adi Sarana Armada is an Indonesian transportation service company that offers various services in the transportation industry. The company operates rental businesses for cars, buses, and trucks, and also provides leasing services for land transportation excluding vehicles with four or more wheels. Additionally, they specialize in freight transportation of goods using trucks, pick-ups, and containers. The company also offers transportation consulting services and is involved in car trading and car repair.

This study aims to examine the potential relations between a company's fundamental financial factors and stock returns of a transportation service company company in Indonesia. In addition, there is still limited research that observe the impact of these fundamental factors on stock returns of a transportation service company company in Indonesia, that involve the

consequences of an unprecedented financial phenomenon (i.e. COVID-19) which are reflected in the financial metrics from 2019-2021. In the future, the author of this study hopes that this research shall become a helpful reference for the science of financial management, especially in regard to the development of more advanced stock returns statistical models in the Indonesian transportation service company industry.

1.1 Problem Statement

1. PT. Adi Sarana Armada Tbk (ASSA) is faced with intense competition with equal or stronger competitors who have sufficient resources to compete for market share.
2. Investors require more accurate and accountable information regarding company performance prior placing the investment.

1.2 Research Objectives

The objectives of this research are to analyze the financial performance of ASSA to produce valuable business insights which will be useful for investment decision-making purposes. Analyzing financial performance is normally used by investors to evaluate the economic position of a firm and potentially to predict the company future financial prospects. To analyze the financial performance of ASSA, this study follows the steps as stated below:

1. Comparing ASSA's financial performance and position against its competitors and industry.
2. Analyzing factors listed below that affect stock return of ASSA by using statistical tools.
    a. Leverage affects Stock Return of ASSA
    b. Liquidity affects Stock Return of ASSA
    c. Turnover affects Stock Return of ASSA
    d. Market Return affects Stock Return of ASSA
    e. Profitability affects Stock Return of ASSA
3. Analyzing factors listed below that affect profitability of ASSA by using statistical tools.
    a. Leverage affects Profitability of ASSA
    b. Liquidity affects Profitability of ASSA
    c. Asset Turnover affects Profitability of ASSA
    d. Working Capital Turnover affects Profitability of ASSA

1.3 Research Method

This study adopts a quantitative method followed by main data collection techniques. According to Winter (2000), quantitative research improves the validity of research which utilizes traditional statistical and mathematical methods for measuring results conclusively. Population data in this study is transportation service company listed in Indonesia Stock Exchange. Purposive sampling technique is used to collect sample data. The collected sample will then be analyzed to extract insights in response to the problem statements as proposed.

2. LITERATURE REVIEW

Important measures of a company success in achieving profitability and financial sustainability are sourced from the company financial statements (Demmer, 2015). Financial ratios computed from these financial statements are, in fact, powerful decision-making tools. Ratio analysis helps to quantify the risk and growth factors of a firm, supporting investors in making strategic investment decisions as it provides a more comprehensive measure of performance (Arkan, 2016). Companies listed on stock exchanges publish annual and quarterly financial reports, allowing investors to gain a better understanding of the firm's business performance by performing a thorough financial analysis. Narayan and Reddy (2016) stated that studying the relationship between financial ratios and stock performance has been a prevalent subject for numerous studies in the finance field until today. Bayrakdaroglu et al. (2017) investigated the effects of financial information on stock prices and exclusively, how profitability ratios relate to the company's stock returns. Their study also highlighted the importance of financial ratios as tools to measure the financial health of a company.

To evaluate the success of a company in enhancing firm value, analysts often use financial performance measures as the main indicators (Katja, 2009). According to Benjalux (2006) performance measures are the fundamentals in determining a company's economic worth which is useful for investment decision-making. According to the Efficient Market Hypothesis, company stock prices reflect all of the fundamental factors about the company should the market is perfectly efficient (Fama, 1965). Based on the extent to which new information is reflected on stock prices, Fama (1965) suggests three market efficiency levels, namely weak-form, semi-strong-form, and strong-form efficiency levels. For weak efficiency levels, the current stock price reflects all the information provided by the relevant stock price time series. On a semi-strong efficiency level, stock prices can be explained by a time series of previous price variations and other publicly available information. The strongest efficiency level suggests that stock prices represent all publicly available information and all internally generated information including the company fundamental factors. In a perfect market, a company's stock price should rise if it performs well financially and fall if it performs poorly. However, in reality, markets are not perfectly efficient, and there is often a lag between a company's financial performance and its stock price. Despite this, stock prices do tend to reflect a company's financial performance over time.

The main objective of this research is to analyze a publicly listed transportation service company in Indonesia ASSA, within the context of the transportation service sector. This particular sector has not been extensively studied before, so this study aims to fill that gap. While drawing on previous research that examines the relationship between financial performance and stock returns, this study applies these findings to a different industry sector. There are five main financial ratios affecting a company's value or share price that are commonly measured: profitability, efficiency, liquidity, and solvency. Research conducted by Asmirantho & Somantri (2017) examines the effect of liquidity, solvency, profitability and market ratios on the stock price of a pharmaceutical company listed on the Indonesia Stock Exchange during the period 2012- 2016. The study incorporates Current Ratio (CR), Debt-to-Equity Ratio (DER), Total Assets Turnover (TATO), Return on Equity (ROE), and Earnings per Share (EPS) in the model as predictors of stock returns. Their research concludes that Current Ratio (CR), Debt-to-Equity Ratio (DER), Total Assets Turnover (TATO), Return on

Equity (ROE) lack the statistical significance to explain the variance in the stock price of the selected sub-pharmaceutical companies. Only Earnings per Share (EPS) has a significant impact on these sub- pharmaceutical companies stock prices. Another research by Halim, Sembel & Malau (2022) also reveals that ROA and ROE do not significantly influence stock returns. On the contrary, there are prior studies that found significant correlation between Return on Assets (ROA), return on equity (ROE), debt-to-asset ratio (DAR), debt-to-equity ratio (DER) and stock returns. They discovered that ROA and ROE have significantly positive effects on stock return, while debt-to-asset ratio (DAR) and debt-to-equity ratio (DER) are negatively associated with stock returns (Banerjee, 2019) (Endria, Dermawan, Abidin, & Riyanto, 2019) (Nurhakim, Yunita, & Iradianty, 2016) (Nurhikmawaty, Isnurhadi, Widiyanti, & Yuliani, 2020) (Riza & Sudibyo, 2020) (Saleh, 2015) (Shakeel & Ali, 2018). Another industry sector explored by past studies is the property and real estate industry. The study analyzed the effect of financial performance and firm size on stock returns of property and real estate companies listed in the Indonesia Stock Exchange from 2012 to 2016 (Suciati, 2018). The results indicate that only leverage significantly affects stock returns, while liquidity, profitability, and firm size do not have a significant impact. These findings suggest that the relationship between financial performance and stock returns varies depending on the market environment in specific industry sectors. Therefore, the effects of each financial ratio on stock returns cannot be generalized across different industries. To provide more reliable information for investors in the transportation service capital market, this research deliberately focuses on the Indonesian transportation service company industry. The study aims to explore the potential connections between a company's fundamental financial factors and stock returns in this industry. Furthermore, there is limited research that examines the impact of these fundamental factors on stock returns in the context of an unprecedented financial phenomenon, such as the COVID-19 pandemic, which is reflected in the financial metrics from 2019 to 2021. The author of this study envisions that this research will serve as a valuable resource in the field of financial management, particularly for the advancement of sophisticated statistical models related to stock returns in the Indonesian transportation service industry.

2.1 Ratio Analysis

Ratio analysis in this study aims to analyze ASSA financial performance relative to BIRD (ASSA's closest competitor) and the transportation service company in Indonesia. The financial ratios included in the analysis are Return on Assets, Return on Equity, Asset Turnover, Debt Equity Ratios, Financial Leverage, and Current ratios.

Return on Equity (ROE) and Return on Asset (ROA) are profitability ratios most frequently used to predict stock prices or stock returns. According to Ristyawan (2019), the company's ability to generate profits for shareholders can be analyzed by interpreting its ROE. A company's efficiency in generating profits from shareholders' capital is reflected in a higher Return on Equity (ROE). Similarly, the ability of a company to generate profits using its assets is evaluated by the Return on Assets (ROA), which serves as a valuable measure of profitability.

Liquidity ratios are used to measure the company's ability to pay off short-term obligations at maturity and its operational activities (Hermanto & Agung, 2015). Halim, Sembel & Malau (2022) state that a high Quick Ratio indicates that the company is highly capable in financing its short-term obligations and more able to distribute dividends to investors, increasing the investors' confidence in their capital invested in the company. An

efficiency measure commonly used by analysts is asset turnover, which measures a company's efficiency in utilizing their assets base for revenue generation.

The debt-to-asset ratio (DAR) and debt-to-equity ratio (DER) are commonly employed financial ratios to determine a company's solvency and level of leverage. A higher proportion of debt in relation to assets indicates a greater financial risk undertaken by the company. Increased financial risk prompts investors to demand a higher return, thereby raising the company's overall cost of capital. As for a company's proportion of debt to equity, it indicates the extent to which the company can fulfill its obligations with capital as collateral (Kurniawan, 2021)

2.2 DuPont Analysis

The DuPont analysis is a framework for analyzing fundamental performance of a firm pioneered by the DuPont Corporation in 1920s. It is a useful technique used to deconstruct return on equity (ROE) for further investigate the main drivers of the company's profitability. As explained by Blumenthal (1998), the DuPont model helps to visualize financial information and is a helpful tool to gain a better understanding on how operating, financing, and investment decisions impact company financial performance (Melvin, Boehlje, Dobbins, & Gray, 2004)

The DuPont framework emphasizes three key financial factors that influence return on equity (ROE): operating efficiency, asset utilization efficiency, and financial leverage. Operating efficiency is determined by the net profit margin, which is the ratio of net income to total sales or revenue. Asset utilization efficiency is measured by the asset turnover ratio. Financial leverage is assessed by the equity multiplier, which is calculated as average assets divided by average equity, or often estimated based on the proportion of debt compared to equity.

2.3 Stock Return

Stock return is a measure of net profit (or loss) generated by the investments made by investors in the stock market (Amogha & Suresh, 2019). Fundamental analysis that investigates the main factors affecting stock return enables investors to examine the essential financial aspects for evaluating investment opportunities in the market (Shakeel & Ali, 2018). In other words, fundamental analysis allows investors to analyze the company's financial condition, future financial prospects and to predict movements of stock returns. For instance, higher financial performance is associated with higher stock prices in the stock market (Elliot & Schaub, 2006) (Brealy, et al., 2022) (Tandelilin, 2010).

2.4 Hypothesis Development

Based on the literature review described above, the following hypotheses are proposed for this study:

H1: Leverage affect stock return of ASSA

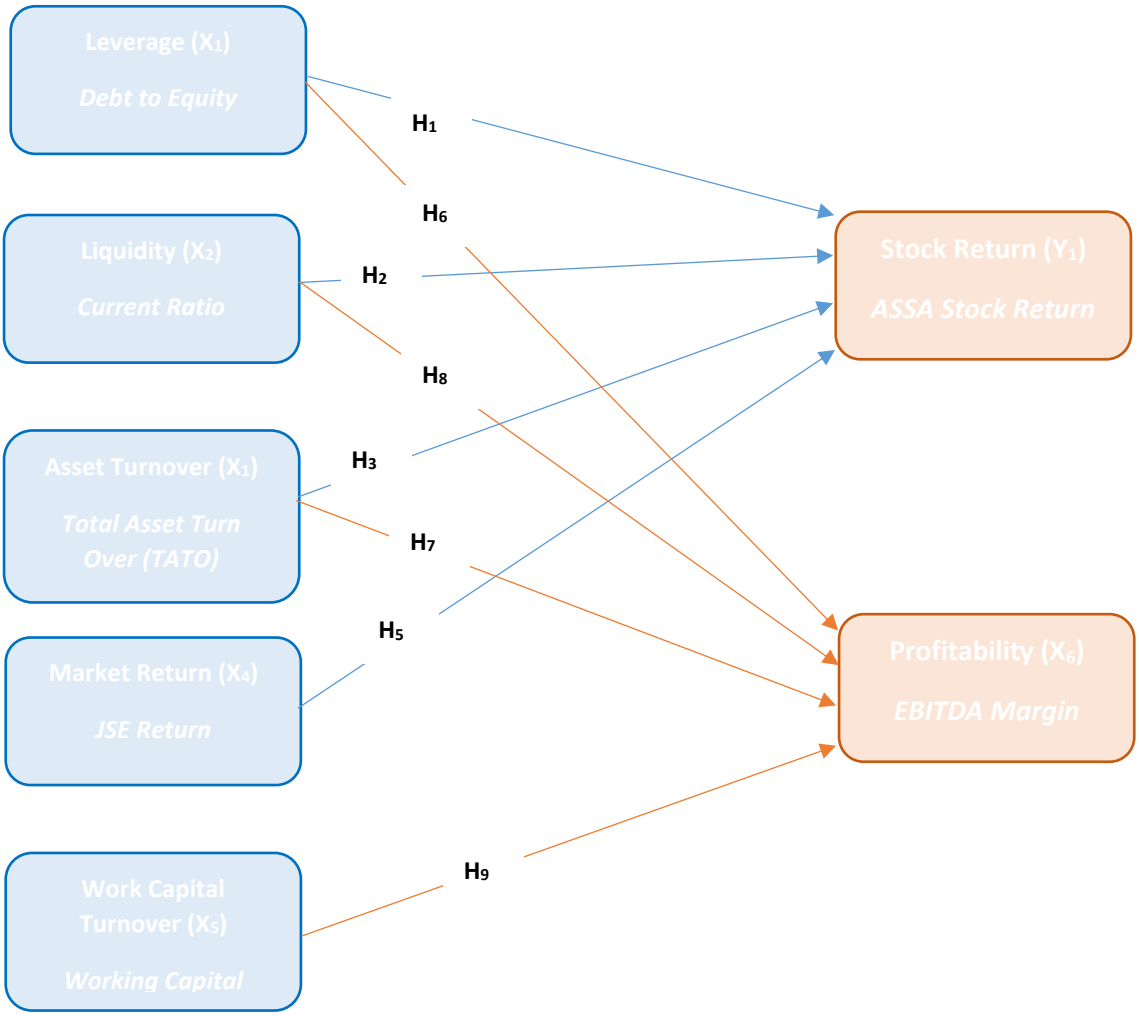
H2: Liquidity affect stock return of ASSA

H3: Turnover positively affect stock return of ASSA

H4: Profitability positively affect stock return of ASSA

H5: Market return positively affect stock return of ASSA
H6: Leverage affect profitability of ASSA
H7: Asset Turnover affect profitability of ASSA
H8: Liquidity positively affect profitability of ASSA
H9: Working capital turnover positively affect profitability of ASSA

Figure 1 – Research Hypotheses Framework



The Effect of Leverage on Stock Returns

Leverage refers to the methods of financing implemented by a company and to the level of financial risk the company is exposed to. Leverage is commonly measured by total debt to total assets ratio, debt to equity ratio, and the equity multiplier (Lenka, 2017). The profit effect of financial leverage, or equity multiplier, is to determine the extent to which additional resources can lead to an improvement of the company stock return (Vintila & Duca, 2012). Variance of stock returns is positively related to the firm's financial leverage (Aharon & Yagil, 2019). However, based on research by Abdullah (2013), there is a negative impact of Debt-to-Equity Ratio on Stock Return, in which the study concludes that highly leveraged firms are

more likely to have lower stock prices compared to low leveraged firms.

H1: Leverage affect stock return of ASSA

The Effect of Liquidity on Stock Return

The Current Ratio is used to measure liquidity, which represents a company's ability to fulfill its short-term financial obligations. A higher Current Ratio suggests that the company is well-equipped to meet its short-term obligations, while a lower ratio indicates the opposite (in severe cases, low liquidity may even lead to company bankruptcy).. Ulupui (2007) empirically shows that Current Ratios have positive and significant impacts on stock returns. However, an excessively high level of liquidity is also detrimental to the company as the company then owns a proportion of idle assets that do not earn the companies any profit nor improvement in firm value (Puspitaningtyas, 2017; Puspitaningtyas & Kurniawan, 2012).

H2: Liquidity affect stock return of ASSA

The Effect of Total Asset Turnover on Stock Returns

The operating performance of a firm can be examined by interpreting their asset turnover ratio. An efficiency ratio helps to evaluate whether the company has effectively maximized its assets to generate revenues (Vintila & Duca, 2012). Effective asset utilization measured by asset turnover metric is widely believed to be positively related to a firm's stock performance in the market, which is evident in the study conducted by Jabbari and Fathi (2014).

H3: Turnover positively affect stock return of ASSA

The Effect of Market Return on Stock Returns

There is a correlation between company stock returns and market returns, albeit to a certain extent. An upward trend in a company's stock returns tends to have a positive impact on the overall market return. However, this positive association is also contingent upon the returns achieved by other companies within the same market. Conversely, a positive market outlook (such as a bullish stock market) also has a favorable effect on the stock returns of companies operating within that specific market sector. As signified by Din (2017), market returns have statistically significant positive relationship with company stock returns.

H4: Market return positively affect stock return of ASSA

The Effect of Profitability on Stock Returns

Profitability indicates a company's ability to earn profit from the funds invested in the company assets (Puspitaningtyas, 2017). This measure of financial performance signifies how well the company in allocating their capital to earn the required rate of return (usually measured by profit margins or ROE). Sebnem and Vuran (2012) further found in their study that profitability is one of the main factors that significantly affect company stock returns.

H5: Profitability positively affect stock return of ASSA

The Effect of Leverage on Profitability

One of the ways to improve company profit is through financial leverage and utilizing debt as an instrument to improve company returns. A reasonable level of debt improves a company's ROE and profitability (Vintila & Duca, 2012). According to a study by Akhtar et al. (2012), companies in the fuel and energy sector may enhance their financial performance by improving their capital structure. Their study found that financial leverage will translate into profitability and value maximization in the long term particularly for fuel and energy companies.

H6: Leverage affect profitability of ASSA

The Effect of Liquidity on Profitability

Liquidity is often measured by current ratio as an indicator that measure the company's ability to service current liabilities with current assets. The higher the current ratio means the better the company's ability to pay off its short-term obligations, which also reflect less solvency risk or risk of inability to service short-term obligations borne by the firm (Puspitaningtyas, 2017). The ability of a company to remain liquid is positively correlated with firm's profitability as revealed by Ehiedu (2014). However, liquidity should be neither excessive nor inadequate. Excessive liquidity indicates accumulated idle funds, which do not earn any profit for the firm, and inadequate liquidity not only adversely affect the credit worthiness of the firm, but also interrupts the production process and hampers its earning capacity to a great extent. Hence, the need for efficient liquidity management is has always been crucial for corporates to run their business operations smoothly (Varshney, 2001).

H7: Liquidity affect profitability of ASSA

The Effect of Total Asset Turnover and Working Capital Turnover on Profitability

Numerous studies have explored the effects of asset turnover on a company's profitability. The total asset turnover ratio (TATO) is a metric that measures a company's ability in using its assets to generate revenues. Those assets include fixed assets (e.g. plant and equipment), inventory, accounts receivable, as well as any other current assets (Vintila & Duca, 2012). Okwuosa (2005) stated that the total asset turnover indicates the efficiency of an enterprise in managing total assets to generate maximum income. The higher the asset turnover, the more efficient the enterprise in utilizing assets for income generation. In addition, some studies also explore the effect of working capital turnover on company profitability. Mubiatiningrum (2007) suggests that net working capital turnover significantly influences a company's return on assets; and the effect is positive.

3. METHODOLOGY

3.1 Data Collection

This research adopts a quantitative descriptive and inferential research method, with a purposive sampling technique to collect the required sample data. The transportation service company listed in IDX is selected as the population data. The sample data uses ASSA, a publicly listed transportation service company in Indonesia. First, this research will analyze ASSA financial performance by comparing ASSA financial performance position with its

closest competitor and the transportation service company by applying ratio analysis and the DuPont framework. To analyze ASSA relative financial performance, the research method uses quantitative inferential research method, with ASSA quarterly financial reports as the source of dataset. The same dataset will then be analyzed to determine the factors that affect profitability and ASSA stock returns in the market by using multiple regression statistical methods.

3.2 Sample Size

The sample examined consists of 40 quarterly financial reports of ASSA (from 2012 to 2021). These quarterly financial reports will then be compared against BIRD, which is also listed in IDX, as one of its closest competitors in the transportation service company sector; also compared with the industry average of transportation service company.

3.3 Variables of Study

Below are the list of variable study uses in this study.

Table 2 – List of Variables Study

Total Asset Turn Over =	$\frac{\textit{Net Sales}}{\textit{Average Total Assets}}$	Indicator of total asset efficiency in generating revenues; representing cost advantage and competitive advantage in utilizing assets
Working Capital Turnover =	$\frac{\textit{Net Sales}}{\textit{Average Working Capital}}$	Indicator of current liquid assets efficiency in generating revenues
Return on Assets =	$\frac{\textit{Net Income}}{\textit{Average Total Assets}}$	Profitability indicator relative to its total assets
Return on Equity =	$\frac{\textit{Net Income}}{\textit{Shareholders' Equity}}$	A measure of management effectiveness in utilizing company's assets to generate profits
Debt to Assets Ratio (%)=	$\textit{Total Debt x 100\%}$	Measurement of company's financial leverage

	$\frac{\textit{Total Assets}}{}$	
Debt to Equity Ratio % =	$\frac{\textit{Total Debt x 100\%}}{\textit{Shareholders' Equity}}$	Measurement to indicate the relative proportion of debt to shareholders equity utilized to finance the assets of the company
Current Ratio % =	$\frac{\textit{Current Assets}}{\textit{Current Liabilities}}$	An indication of a company's ability to pay short-term obligations or those due within one year
EBITDA =	$\frac{\textit{EBITDA}}{\textit{Revenues}}$	A measure of firm's operating profit relative to its total revenues
Stock Return=	$\frac{P_t - P_{t-1} + D_t}{P_t}$	Indication of return of stock. Pt is the closing stock price at the period (i.e. period t) and Pt-1 is the stock price one period prior to period t, and Dt is dividend paid at period t.

3.4 Hypotheses Testing

Based on the research conceptual model provided in prior sections, the regression models of the research to answer the two problem statements are as follows:

a. The first regression equation model to test factors that affect ASSA's stock return is:

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$ (Equation 1)

b. The second regression equation model to test factors that affect profitability of ASSA:

$$Y_2 = \gamma_0 + \gamma_1 X_1 + \gamma_2 X_2 + \gamma_3 X_3 + \gamma_4 X_4 + \gamma_5 X_6 + \varepsilon$$ (Equation 2)

With details of the variables as follows:

Y_1: ASSA Stock Return as a dependent variable for the first regression equation

X_1: Leverage (debt to equity ratio) as an independent variable for both Equation 1 and 2

X_2: Liquidity (current ratios) as an independent variable for both Equation 1 and 2

X_3: Asset Turnover (total asset turnover ratio or TATO) as an independent variable for both Equation 1 and 2
X_4: Market Return (JSE stock return) as an independent variable for Equation 1
X_6: Working capital turnover as an independent variable for Equation 2

$Y_2 or\ X_5$: Profitability Ratio (EBITDA Margin) as an independent variable to predict ASSA stock returns for the first regression equation (Equation1) and as a dependent variable for the second regression equation (Equation 2) to predict profitability.

3.5 Tests for the Best Linear Unbiased Estimator (BLUE) Assumptions

The regression model must satisfy the Ordinary Least Squares (OLS) assumptions for the model to be valid in verifying the proposed hypothesis. Key OLS assumptions are the (1) variables linearity, (2) zero conditional mean (3) no multi-collinearity (4) homoskedasticity and no autocorrelation. Below are the steps performed to the test any violations of the BLUE assumptions:

Step 1. Run the regressions based on the proposed model using Microsoft Excel Data Analysis built-in statistical tools.
Step 2. Test the regression models proposed whether the OLS assumptions are met.
Step 3. Should one or more of the OLS assumptions are violated, the regression model will be revised.
Step 4. The final revised model will be reassessed to ensure none of the OLS assumptions are violated
Step 5. Analysis of the regression result to assess the proposed hypothesis.

After completing all the of the above BLUE Assumption tests, then the regression models are further analyzed by observing the **F-Test, T-Test, and P-Value** of the predictors in each model**:**

- If the p-value is lower than 0.05, the null hypothesis is rejected. This is a strong evidence that the null hypothesis is invalid and the alternative hypothesis is accepted.
- If the p-value is greater than 0.05, the null hypothesis cannot be rejected. This implies that there is no strong evidence to support the alternate hypothesis, and the effect proposed in the alternative hypothesis, hence, lacks statistical significance.

The tests for t-test, f-test and p value will be analyzed by the use of regression statistical tools in Microsoft Excel.

4. RESULTS, ANALYSIS AND DISCUSSION

4.1 ASSA Financial Performance Analysis

Table 3 – ASSA Income Trend from 2012 - 2021

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Revenue Growth	58%	-27%	-4%	11%	29%	-6%	-19%	1%	-12%	-7%
Net Income Growth	549%	-64%	-9%	-11%	57%	126%	-18%	-20%	-40%	-31%
EBIT growth	436%	-54%	-31%	-6%	62%	77%	-33%	-8%	-36%	-35%
Net Profit Margin	25.8%	6.3%	12.6%	13.2%	16.5%	13.5%	5.6%	5.5%	7.0%	10.3%

Despite the volatile income trend from 2012 to 2020, with a few negative income growths during the period, ASSA has recovered well in the most recent financial year. In 2021, ASSA experienced exponential positive growth in net income by 549%, as shown in table 3. The impact of drastic changes as a result of a global pandemic is optimistic for ASSA, which is evident in the drastic income growth in the last financial year. The significant variations in ASSA's income is most likely due to the fluctuations in the logistic and transportation service market for the past 10 year. The spike in logistic and transportation service price because of the pandemic also substantially contributed to the exponential revenue growth that ASSA experienced in 2021.

Table 4 – Summary of ASSA, BIRD and industry average financial ratios

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	10-year Average
Return on Assets (ASSA)	**14.7%**	**2.3%**	**6.1%**	**6.9%**	**8.0%**	**5.5%**	**2.4%**	**2.8%**	**3.4%**	**6.2%**	**5.8%**
Return on Assets (BIRD)	1.8%	(2.9%)	0.1%	2.7%	11.8%	(5.2%)	(3.5%)	(1.3%)	(2.3%)	4.0%	0.5%
Return on Assets (Industry)	17.5%	2.3%	6.4%	14.0%	13.8%	3.8%	(6.7%)	1.7%	2.7%	7.0%	6.3%
Return on Equity (ASSA)	**24.5%**	**4.0%**	**10.5%**	**11.4%**	**13.6%**	**9.5%**	**4.6%**	**5.7%**	**7.4%**	**14.1%**	**10.5%**
Return on Equity (BIRD)	7.2%	(10.8%)	0.5%	8.7%	34.7%	(13.3%)	(8.8%)	(3.3%)	(5.4%)	9.3%	1.9%
Return on Equity (Industry)	20.4%	11.2%	11.0%	10.9%	16.6%	10.1%	(0.5%)	2.0%	15.0%	(42.8%)	4.1%
Current Ratio (ASSA)	**2.08**	**1.51**	**1.71**	**1.96**	**2.56**	**2.47**	**2.40**	**1.64**	**1.77**	**1.57**	**1.97**
Current Ratio (Industry)	2.00	1.69	1.50	1.51	1.62	1.67	1.64	1.49	2.06	2.38	1.75
Current Ratio (BIRD)	1.84	1.97	2.01	2.18	2.05	2.13	1.64	2.10	2.19	1.31	1.94
Debt to Equity (ASSA)	**0.22**	**0.24**	**0.28**	**0.21**	**0.21**	**0.23**	**0.37**	**0.30**	**0.33**	**0.37**	**0.28**
Debt to Equity (BIRD)	1.49	1.59	1.18	1.21	1.20	0.98	0.92	1.01	1.03	0.74	1.14
Debt to Equity (Industry)	0.27	0.39	(0.43)	(0.64)	0.19	1.23	1.98	1.11	0.88	6.19	1.12
Total Debt to Total Assets (ASSA)	**0.22**	**0.24**	**0.28**	**0.21**	**0.21**	**0.23**	**0.37**	**0.30**	**0.33**	**0.37**	**0.28**
Total Debt to Total Assets (BIRD)	0.36	0.39	0.34	0.37	0.37	0.40	0.36	0.40	0.42	0.32	0.37
Total Debt to Total Assets (Industry)	0.23	0.30	0.29	0.28	0.28	0.52	0.52	0.41	0.38	0.34	0.36
TATO (ASSA)	**0.57**	**0.37**	**0.48**	**0.52**	**0.49**	**0.40**	**0.43**	**0.51**	**0.49**	**0.60**	**0.49**
TATO (BIRD)	0.85	0.58	0.76	0.81	0.40	0.39	0.49	0.48	0.37	0.34	0.55
TATO (Industry)	0.85	0.58	0.72	0.86	0.67	0.51	0.55	0.64	0.70	0.71	0.68

Table 4 illustrates the key financial ratios that indicate ASSA relative financial performance and position over the 10-year-period from 2012 to 2021. From 2020 to 2021, the company ROE

and ROA grew significantly. In comparison to the transportation industry and its closest competitor (BIRD), although the ROA is slightly below the industry average in 2021, ASSA still outperformed its competitor by 12%. In the past 20 years, ASSA has maintained positive ROA and ROE, indicating that the management has efficiently managed the company asset base and investor's capital to generate returns for the capital providers. ASSA successfully achieved a 24.5% of ROE, outperforming both BIRD and the industry average in 2021. In terms of financial leverage, ASSA maintained a consistent proportion of debt financing as indicated by the stable debt-to-equity ratio over the past 10 years, at 0.51 on average. A relatively low proportion of debt implies that ASSA is financed more on equity, so that the company is less financially risky compared to the overall transportation service industry and its competitor. Furthermore, ASSA's current ratios are consistent in the range between 1.5 to 2 which shows that the company has no issues in servicing short-term obligations. Despite the satisfactory liquidity and profitability performance, ASSA's low asset turnover ratio (i.e. TATO) is concerning compared to its competitor and the transportation industry. Low asset turnover ratios suggest that the existing asset base is not managed efficiently to generate maximum revenues.

4.2 DuPont Analysis of ASSA Financial Performance

Return on equity (ROE) assesses whether the company can provide returns for shareholders (Asmiranto & Somantri, 2017). As highlighted by Halim, Sembel & Malau (2022), ROE examines the extent to which a company uses its resources to provide profits. The higher the ROE value of a company indicates that the company uses its resources (equity) well to generate maximum return. Return on equity of ASSA faced a remarkable growth over the last 10 financial years from 14.10 % to 24.46. In particular, ASSA's ROE improved substantially in 2021 by 20.5%. This surge in ROE may be supported by the improvement of both asset turnover ratios and net income in the most recent financial year. Deconstructing ASSA's ROE further by applying the DuPont Framework Analysis into three main aspects:

1. **Operating efficiency –** Operating efficiency is represented by the profit margin ratio (net income divided by total revenues). As shown in Table 3, ASSA profit margin grew significantly from 2020 to 2021 by almost three times (from 6.3% in 2020 to 25.8% in 2021). The increase can be explained by the increasing trend of overall revenues owing to the bullish logistic and transportation service market in the last financial year.
2. **Financial Leverage** - The debt-to-equity ratio is an indicator of financial leverage of a business. The higher the ratios of debt-to-equity, the greater the financial leverage and the risk of bankruptcy. The average of debt-to-equity ratios for the past ten years for ASSA is 0.51 times, and the most recent financial year at 0.37, lower compared to the prior year. From Table 3, it can be seen that ASSA is financed less on debt, as shown by the overall decreasing trend in debt-to-equity and debt-to asset ratios.
3. **Asset use efficiency –** Asset use efficiency is measured by the asset turnover ratio (i.e. TATO). Although the ratio is relatively low compared to the industry average and BIRD, ASSA improved its asset base efficiency from 2020 to 2021 which may contribute to the growth in 2021 ROE. Nonetheless, ASSA's TATO is still considered low (less than 1x), suggesting less efficient asset use in generating sales.

This is evident in ASSA most recent annual report that shows a decreasing trend oftransportation production Adi Sarana Armada, 2021) despite the bullish market for logistic and transportation service in 2020 and 2021. Other supply chain challenges such as unfavorable weather, labor and equipment supply constraint, outbreak of COVID-19, as well as transition of contractors that occurred during the year Adi Sarana Armada, 2022), also faced by ASSA in 2021 that adversely affected ASSA's productivity and asset efficiency.

For this reason, it can be understood that the remarkable improvement in ROE is largely affected by a market factor which increases ASSA's total revenues and profit despite the inefficient asset use in production. The DuPont framework pinpoints the main drivers of ASSA's ROE, particularly in 2021. The analysis reveals that the exponential growth in 2021's ROE is least likely to be affected by a highly efficient asset utilization nor increase in financial leverage. The bullish logistic and transportation service market, increase in logistic and transportation service price, contribute largely to the improvement in ASSA's profit, and in turn, increases its ROE ratio. Nonetheless, the positive effect of increasing transportation price is partially offset by the reduction in transportation production by ASSA.

4.2 The Effects of Financial Performance on ASSA Stock Returns

This research uses a sample of 40 quarters (period 2012-2021) of ASSA financial reports. To understand the effect of ASSA financial performance on its stock returns, a multi regression analysis is performed using a combination of Microsoft Excel and R statistical tools. The proposed hypothesis incorporates multiple financial factors into the linear regression model to predict ASSA stock returns. As discussed in the previous section, the regression model must not violate any of the OLS Assumptions, hence, multiple tests are performed to select the most appropriate regression model in predicting ASSA share returns. Variables Linearity, heteroskedasticity, zero conditional mean, auto-correlation are tested using R statistical tools, to assess whether any of the key OLS assumptions are violated.

The first regression model as expressed in Equation 1 intends to predict stock returns of ASSA (dependent variable) with leverage, liquidity, turnover, market return, profitability as the independent variables. The hypothesis addressed by the first regression model are as follows:

H1: Leverage affect stock return of ASSA
H2: Liquidity affect stock return of ASSA
H3: Turnover positively affect stock return of ASSA
H4: Profitability positively affect stock return of ASSA
H5: Market return positively affect stock return of ASSA

After assessing the first linear regression model (Equation 1), the tests indicate that none of the OLS Assumption is violated. The residuals plot of the variables in the regression model satisfies the normality and zero conditional mean of OLS assumption. The Variance inflation factor (VIF), which measures the amount of multicollinearity in the multiple regression variables, for all predictors in the first regression model do not exceed 3 (the acceptable benchmark for level of multi-collinearity). Thus, the statistical test indicates that multi-collinearity is not present among the variables. The regression model also passed the auto-correlation test, in that the error terms in the regression model are independently and identically distributed. Hence, it is decided that the proposed regression model satisfies the key OLS Assumption.

1st Regression Model

$$Y_1 = -0.0164 - 0.0004X_1 + 0.0071X_2 - 0.0807X_3 + 0.0472X_4 + 0.3500X_5 + \varepsilon$$

Table 5 – Statistical summary of the first regression model

Regression Statistics	
Multiple R	0.3963
R Square	0.1570
Adjusted R Square	0.0331
Standard Error	0.0165
Observations	40

ANOVA

	df	*SS*	*MS*	*F*
Regression	5	0.0017153	0.00034306	1.26682
Residual	34	0.00920733	0.0002708	
Total	39	0.01092262		

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	-0.0164	0.0233	-0.7063	0.4848
Debt to Equity (X_1)	-0.0004	0.0174	-0.0202	0.9840
Current Ratio (X_2)	0.0071	0.0075	0.9540	0.3468
TATO (X_2)	-0.0807	0.1623	-0.4975	0.6220
EBITDA Margin (X)	0.0472	0.0409	1.1551	0.2561
Quarterly JKSE Return (X_5)	0.3500	0.4188	0.8359	0.4091

The regression coefficients indicate the following relationships:

- There is a negative correlation between ASSA Stock Returns and the level of leverage, measured by the debt-to-equity ratio. With an increase in leverage, the stock returns are expected to decrease.
- There are positive correlations between ASSA Stock Returns and liquidity (measured by the Current Ratio), asset turnover (measured by TATO),

profitability (measured by EBITDA Margin), and market return (measured by JKSE Return). For each increase in these variables, the stock returns are expected to increase.

Based on the regression summary results, the value of determination coefficient or R- squared generated from the first regression model is relatively small (R^2 = 0. 1570).

This indicates that only 15.7% of the variation in ASSA stock returns are explained by the variation in the independent variables (leverage, liquidity, asset turnover, profitability, market return). The remaining 85% of variance is explained by other variables not observed in the model, represented in the error term, ε.

The F value is 1.26682, which is relatively low suggesting that the joint effect of the variables on ASSA Stock returns is potentially not statistically significant. Furthermore, the *p*-values of each independent variable are higher than the 5% significance level threshold (0.05): 0.9840, 0.3468, 0.6220, 0.2561, 0.4091for the leverage, liquidity, asset turnover, profitability, market return measures respectively. This implies that there is no strong evidence to support the proposed hypothesis (*H1, H2, H3, H4, H*5) as the null hypothesis fail to be rejected. Hence, at the 5% significance level, the result indicates that none of the variables have statistically significant effect on stock returns.

The findings of this study indicate that a significant portion of investors in the capital market do not take into account fundamental financial factors (leverage, liquidity, turnover, profitability) when making investment decisions. This suggests that the financial information available in the Indonesian capital market may not be particularly useful for investors, as these fundamental factors do not have a statistically significant impact on stock returns. Therefore, the efficiency of the Indonesian capital market in the transportation service sector can be characterized as semi-efficient. It is highly likely that stock prices are largely influenced by market sentiment, speculation, and macroeconomic factors. Furthermore, the minimal effect of these fundamental factors can also be explained by the less useful financial information due to accounting policies. According to Lev and Gu (2016), flaws in GAAP severely reduce the usefulness of financial reporting to investors or analysts in the market. The study also empirically shows that investors respond more strongly to non-GAAP (Generally Accepted Accounting Principles) earnings than GAAP Earnings. In other words, this study demonstrates how financial reports have largely lost their information relevance and ability to generate actionable investment alternatives for finance professionals. The lack of relevance and information content also explains why the majority of investors put more weight on market-generated factors rather than fundamental factors in making investment decisions.

4.3 The Effect of Financial Performance on ASSA Profitability

The second regression equation model (Equation 2) tests the statistical significance and the predictive influence of the selected financial factors on the level of profitability of ASSA. The profitability metric used in the model is EBITDA Margin rather than Return on

Equity, the common measure of profitability. Considering ASSA is an asset-intensive company that has a substantial amount of fixed assets, hence, significant amount of depreciation, EBITDA Margin is a more suitable profitability metric as the ratio factors out the effect of depreciation. The following group of hypotheses addressed by the second model are:

H6: Leverage affect profitability of ASSA

H7: Asset Turnover affect profitability of ASSA

H8: Liquidity positively affect profitability of ASSA

H9: Working capital turnover positively affect profitability of ASSA

Just like the OLS assumption tests conducted on the first regression model, it is also necessary to perform OLS assumption tests on the second regression model (Equation 2). The residuals plot of the variables in the second regression model meets the requirements of the normality assumption and the zero conditional mean assumption of OLS. Additionally, the Variance Inflation Factor (VIF), which assesses the presence of multicollinearity among the multiple regression variables, does not exceed the acceptable benchmark of 5 for any predictors in the second regression model. Therefore, the VIF test indicates that there is no significant multicollinearity among the variables in the second model. Furthermore, the regression model has successfully passed the autocorrelation test, indicating that the error terms in the regression model are independent and identically distributed. Consequently, the proposed regression model represented in Equation 2 satisfies the crucial OLS assumptions.

Second Regression Model

$$Y_2 = 0.0259 - 0.2166X_1 + 2.6943X_2 + 0.0610X_3 - 0.0365X_4 + \varepsilon$$

Table 5 – Statistical summary of the second regression model

Regression Statistics	
Multiple R	0.7606
R Square	0.5785
Adjusted R Square	0.5303
Standard Error	0.0680
Observations	40

ANOVA

	df	*SS*	*MS*	*F*
Regression	4	0.2223	0.0556	12.0092
Residual	35	0.1620	0.0046	
Total	39	0.3843		

	Coefficients	*Standard Error*	*t Stat*	*P-value*

Intercept	0.0259	0.1226	0.2116	0.8337
Debt to Equity	-0.2166	0.0669	-3.2377	**0.0026**
TATO	2.6943	0.5938	4.5372	**0.0001**
Current Ratio	0.0610	0.0432	1.4122	0.1667
Working Capital Turnover	-0.0365	0.0536	-0.6796	0.5012

The regression coefficients and p-values suggest the following:

- The level of ASSA profitability is negatively related with the level of leverage as measured by the debt-to-equity ratio. Profitability is expected to decrease for every increase in the degree of financial leverage.
- The level of ASSA profitability is positively related with asset turnover as measured by TATO. Profitability (EBITDA Margin) is expected to increase by 0.027 for every one percentage point increase in TATO
- The level of ASSA profitability is positively related with liquidity as measured by Current Ratio. However, the effect is not statistically significant since the p-values is not below the significance level of 0.05. Hence, there is no strong statistical evidence to reject the null hypothesis.
- The level of ASSA profitability is positively related with working capital turnover. However, the effect is not statistically significant since the p-values is not below the significance level of 0.05. Hence, there is no strong statistical evidence to reject the null hypothesis.

Based on the regression summary results, the value of determination coefficient or R-squared generated from the second regression model is relatively high (R^2 = 0.5785). This indicates that 58% of the variations in ASSA's level of profitability (i.e., EBITDA Margin) is explained by the variations in the independent variables (asset turnover, liquidity, and working capital turnover). The remaining 42% of variance is explained by other variables not observed in the model, represented in the error term, ε.

The F value is 12.0092, which is significantly high, suggesting that the joint effect of the independent variables on ASSA profitability is statistically significant. Furthermore, the considerably low *p*-values of the TATO indicates that this financial metrics has positive statistically significant effect on profitability. The low p-values imply that the null hypothesis indicating that TATO has no impact on profitability can be strongly rejected, supporting the proposed hypothesis *H7*. The p-value for Debt to Equity is also significantly below 0.05 that suggests a statistically significant effect on ASSA profitability. In contrast, working capital ratio and liquidity appear to lack statistical significance in predicting ASSA level of profitability as its p-values is clearly larger than 0.05. Hence, at the 5% significance level, the result indicates that only leverage and total asset turnover have statistically significant effect on profitability.

The regression analysis highlights that asset turnover has significant positive relations with profitability. Total asset turnover (TATO), an indicator of asset efficiency in generating sales, measures how well the company in utilizing its asset base. A company asset base mainly consists of current assets (cash, trade receivables, inventory, and advance payments) and fixed assets. According to Munawar's study (2019), the high amount of productive assets, both current and fixed asset components, will improve sales and positively affect profitability. This is consistent with the result of this study in analyzing the effect of asset turnover on profitability. In addition, according to several studies, improvement in liquidity contributes to an increase in the level of company profitability. Indeed, adequate liquidity levels support the company to reduce exposure to financial crises and liquidity risk (Waleed, Pasha, & Akhtar, 2016). Nevertheless, having an excessive amount of liquid assets can also negatively impact profit levels, as it suggests that the company is not effectively utilizing its current assets to optimize profitability. It is important for companies to strike a balance and maintain an appropriate level of liquidity to ensure sustainable growth in profitability. While there may be a potential positive association between liquidity and profitability, it may not have statistical significance in explaining the variations in a firm's profitability.

On the other hand, the regression analysis reveals a significant negative link between financial leverage and profitability. Financial leverage addresses a company's level of financial risk exposure. An increase in leverage then corresponds with an increased exposure to risk and higher short-term expenses. As suggested by a study (Ulzanah & Murtaqi, 2015), a higher debt proportion relative to the company's equity represents a higher financial risk, increasing the interest on debt financing. A higher cost of capital would then result in the reduction in profits.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

Based on the comparative analysis of ASSA's financial performance, this study concludes that the company has performed relatively well financially, especially in earning positive returns and maintaining a moderate level of liquidity. These are evident in the growing profitability ratios and stable proportion of debts over the last ten financial years. Nonetheless, the concerning low asset turnover ratios suggest that ASSA management has failed to efficiently utilize their existing capital to generate maximum revenues. The DuPont ratio analysis allows the researcher to determine whether the three fundamental factors (operating efficiency, asset-use efficiency, and financial leverage) are the actual key drivers of ASSA's positive returns. The analysis shows that the rise in logistic and transportation service prices as result of a macroeconomic shock (i.e., COVID-19 pandemic) is the primary explanation for ASSA's improvement of profitability. The decline in transportation production, asset-use efficiency and financial leverage are not the factors improving the company's returns.

Regarding the financial determinants of an Indonesian logistic & transportation service company stock returns, the regression analysis reveals that none of the fundamental financial factors have statistically significant impacts in predicting ASSA stock returns. The low R-squared value of the model indicates that ASSA stock return is most likely affected by

other unobserved factors, price fluctuations of transportation in the market being one of the examples. Nonetheless, it is out of the scope of this study to examine the effects of external market-generated metrics as this study focuses on the impact of a firm's fundamental financials on company stock returns. The results in this study also explain the semi-efficiency of the Indonesian capital market, particularly in the transportation service company sector. No fundamental factors having significant impact on ASSA stock returns imply how the majority of the investors in the market do not rely on fundamental financial factors in making investment decisions.

It can also be inferred from the second regression analysis that improvement in the company's financial performance, specifically the company asset turnover, is positively linked with improvement in profitability. On the contrary, financial leverage has an inverse relationship with company profitability, suggesting that a company should maintain and closely monitor its exposure to financial risk caused by financial leverage, to sustain a positive profitability trend. In other words, firms should maintain an optimal balance of leverage that does not threaten their going concern status yet allows them to earn adequate returns from relying on debt financing.

In conclusion, the results from the ratio analysis and regression models are consistent. Both analyses reveal that stock returns and a company's value on the logistic and transportation service sector is largely affected by external shocks, and that, investors in this sector relies less on fundamental factors, and more on market-generated information.

5.2 Recommendations

For analyzing transportation service company stock returns, investors should include the effects of external market factors (e.g., demand and supply trend in the industry sector, macroeconomic factors, political climate, logistic and transportation service price fluctuations) in addition to the company's financial performance. A market-oriented approach to assessing company stock returns is favored, partly due to concerns regarding the limited relevance of reported accounting information. Lev and Gu (2016) stated that the usefulness of financial information has rapidly dissipated between 2003 and 2013 as more and more companies rely on non-GAAP earnings information. Therefore, investors should strive to be more resourceful in collecting accurate and relevant information, encompassing both financial and non-financial data from both internal and market sources. By doing so, they can make informed investment decisions that are grounded in the most reasonable and comprehensive understanding of the market.

The regression analysis revealed that variations in Total Asset Turnover (TATO) have the most substantial and statistically significant impact on ASSA's profitability. This finding indicates that companies, particularly those operating in asset-intensive industries such as transportation services, should prioritize enhancing their asset and cost efficiency in order to improve profitability. Asset-intensive firms normally invest heavily in the entire value chain to capture any growth opportunities; thus, strengthening their positions in the value chains will enhance their asset base efficiency and product quality, which ultimately improve overall

profitability (Praptana & Hermanto, 2016). Leverage is also another significant determinant of ASSA profitability. A company's ability to control its financial risk is therefore also a priority in improving profit metrics.

5.3 Theoretical Implications

This study contributes valuable insights to the existing knowledge of financial performance analysis and the competitive position of companies in the market. The results shed light on the key drivers of stock returns and profitability specifically within the transportation service company industry in Indonesia. Previous studies have suggested that factors such as liquidity, leverage, asset efficiency, and profitability can influence stock returns, either positively or negatively. However, this study reveals that none of these factors have a significant impact on stock returns in the transportation service company sector. It suggests that external factors, such as macroeconomic shocks that alter market demand and supply trends, play a more crucial role in stock price fluctuations compared to a firm's financial fundamentals. Other studies have also indicated that similar factors, such as leverage and asset turnover, affect company profitability. The findings of this study align with prior research conducted in different industry sectors regarding the effects of fundamental factors on profitability. In the second regression analysis, the study identifies a significant positive relationship between asset turnover and profitability in transportation service companies, while the degree of leverage is marginally negatively associated with firm profitability.

5.4 Practical Implications

The study findings have underscored important insights for stakeholders and investors regarding investment decision-making and financial performance in the Indonesian transportation service company industry. It is crucial to adopt a comprehensive analysis approach that considers both internal and market factors when evaluating a company's financial performance, particularly for firms operating in volatile markets such as logistics and transportation services. Analyzing macroeconomic factors and fundamental factors is essential for strategically assessing the financial performance of logistic and transportation service companies. Moreover, a deeper understanding of the market dynamics and the company's fundamental factors will facilitate the development of advanced economic models for predicting company financial performance within the specific market context. This enhancement in the model would prove highly beneficial for two main purposes: (1) assisting stakeholders in their investment decision-making process and (2) guiding the company's management in identifying key areas of focus that contribute to enhancing overall firm value. It is crucial to consider external factors, such as the political climate, economic fluctuations, and trends in interest rates and inflation, in conjunction with financial performance when making investment decisions. Regarding the findings from the analysis of ASSA's financial performance, it is recommended to innovate and implement more efficient approaches in utilizing company resources for transportation production, which constitutes a significant revenue source. By successfully improving transportation production and optimizing asset

utilization, ASSA can potentially experience higher profitability and positive returns in the bullish logistic and transportation service market, assuming the company maintains a stable capital structure.

6. LIMITATIONS

The findings of the multiple linear regression analysis indicate that the predictive power of financial performance in forecasting company stock returns and profitability within the transportation service industry is still limited. It is important to acknowledge that there are other unobserved variables that may have a significant impact on a company's profitability and stock prices in the market, such as fluctuations in transportation prices and macroeconomic factors. Future research can delve deeper into examining how these external factors influence company stock prices and profitability. By incorporating both financial performance, as explored in this study, and key external market factors, the statistical model can potentially improve its ability to explain variations in company stock returns and profitability. However, it is important to recognize that there is no perfect statistical model that can accurately predict share prices and company profitability with absolute certainty, as companies operate in a volatile and dynamic market environment.

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The Performance of Private Equity Ownership Companies Listed in Indonesia Stock Exchange

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ABSTRACT

Private Equity (PE) has grown significantly over the last few decades. PE invests in companies with growth potential to increase their value over time. Several studies show that large PE companies are quite hesitant to invest in Indonesia. Despite the political and regulatory challenges, most companies controlled by families or local conglomerates still need to be more explained about the impact of PE on their business and are more likely unwilling to share ownership with other investors. Therefore, this study examines how PE investment affects companies listed on the Indonesia Stock Exchange. The variables used are liquidity, leverage, profitability, sales growth, stock returns, and company size as control variables. The sample consists of 600 quarterly financial data from 15 PE-backed companies and 15 non-PE-backed companies from 5 years after the IPO or after PE's investment, whichever is the most recent. This study uses quantitative research methods and purposive sampling with significant tests method. Research findings show that PE positively and significantly affects liquidity, profitability, and sales growth. This study supports the theory of Principal Agents and the Efficient Market Hypothesis. For practical implication, investors may view PE investments as an indicator of good portfolio performance, while entrepreneurs may view them as a funding option that improves company performance.

Keywords: Liquidity, Leverage, Profitability, Sales Growth, Stock Return

INTRODUCTION

At the moment, the majority of investors sell their assets on the open market. Only 24% of investors' investment allocation is given to options other than the public market, and of that 24%, only 18% engage in private equity, according to research done by EY for the 2019 Global Private Equity Survey. This suggests that private equity has significant room for expansion, as seen in Figure 1.

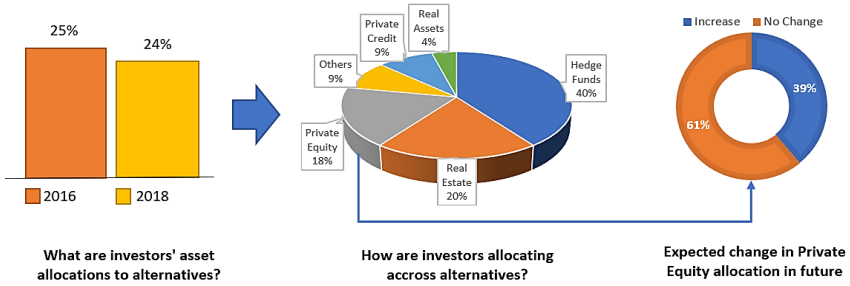

Figure 1. Investors' Asset Allocation Alternatives
Source: 2019 Global Private Equity Survey by EY

Private equity may be defined as the investment of equity capital in privately held businesses. An investor buys an interest in a private firm in a conventional private equity transaction with the expectation that the stake's value would increase over time. These funds look for businesses with mathematical growth and capital limitations and provide the tools and expertise necessary for their exponential growth.

Private equity has its roots in the US and has aided the expansion of several multinational corporations, including Google, Microsoft, Apple, Amazon, Federal Express, and others. Since private equity funds are created to lower the risks connected with the firms they participate in, they are a possible replacement for traditional funding. In addition to providing financial support, PE can help invested companies improve their operations and management skills, boost their reputation, and optimize their corporate governance structures, all of which can have positive external effects that encourage their quick growth and successful listing (Xin and Xiumin, 2019)

1. BACKGROUND

Over the past two decades, the private equity sector has grown dramatically, and academic research has became more and more focused on its effects. Following an already lucrative year in 2020, private capital investment in Southeast Asia more than quadrupled to a record $21.5 billion in 2021. Investments in the transportation, payments, and healthcare sectors drove an 86% yearly increase in the amount of money spent on PE deals.

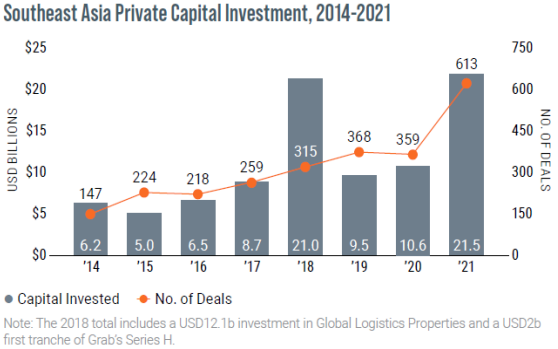

Figure 2. Southeast Asia Private Capital Investment

Source: 2022 Southeast Asia Data Insight by GPCA

Indonesia has developed into one of the most alluring Asian and Emerging markets, according to a Probitas Partners assessment of institutional investors in private equity for 2022. However, there are comparatively fewer who choose Indonesia as a targeted country when compared to other Asian markets, namely Vietnam and other Southeast Asian nations. As part of the most attractive Asian markets and most attractive emerging markets, Indonesia was not in an increasing rank trend from 2016 to 2022, which is different from Vietnam and other Southeast Asian countries that have an inclining trend, especially Vietnam. It is based on data from the Probitas Partners Survey from 2016 to 2022.

A 2012 Wall Street Journal investigation found that Indonesia was still too risky for investors without the right connections and knowledge due to Indonesia's lengthy history of corruption and convoluted legal processes. In addition, it is difficult to reliably make sizable investments due to Indonesia's complicated regulatory system.

Another aspect limiting the key players is the size of a transaction. Analysts claim that while private equity firms like KKR like to invest more than $500 million in acquisitions, they actually find smaller investments in Asia. Given that the majority of the biggest companies in the nation are owned by local conglomerates or the government, there is no question that a sizable chunk of the Indonesian economy needs more funding. While most families that hold the largest companies in the nation do not require outside money, are unwilling to relinquish ownership, or are just oblivious to the influence of private equity on the company's profitability, privatizations are routinely postponed and occasionally complicated by political disputes.

Due to Indonesia's complex regulatory environment, history of corruption, and the fact that the majority of the nation's largest businesses are run by family-run conglomerates, more investors are willing to give it a try despite the country's significant challenges in attracting investments and concluding deals. The private equity companies embraced aggressive growth tactics, especially in developing countries. However, by enacting various legal measures to boost the investment landscape, the Indonesian government has greatly improved the Indonesia’s investment ecosystem in recent years. The Indonesian government is devoted to offering domestic and global investors that wish to invest in Indonesia assurance and security.

Studying the literature review reveals that academics have created a framework for their research that is quite established, especially when it comes to the impact of private equity on businesses. There is growing evidence from recent scholarly studies that private equity investors have beaten reasonable standards. According to some study, the financial effects of PE investments are roughly the same. Research has also been done on the effect of private equity on stock performance. While there are certain firms that were already publicly listed before private equity participated in the company, the majority of research papers focus on the influence of private equity on the success of initial public offerings (IPO) or after the IPO. With thorough research on the effects of PE investments on a mix of both financial success and stock performance, this study seeks to close the found gap. Due to the fact that PE investment in Indonesia is still relatively young, it has also been noted that very little study has been done on Indonesian businesses. As a result, we know very little about how PE investments affect Indonesian businesses.

Efficient market hypotheses and principal-agent theory served as the study's guiding theoretical frameworks. According to the Principal-Agent Theory, it might be challenging for the principal (shareholders) to ensure that the agent (management) makes the best decisions. It is crucial for PE investment experts to get trustworthy data since the information they gather

serves as the basis for investment decisions. PE companies act as a middleman between capital sources (principals) and corporate entrepreneurs (agents).

Numerous private equity firms advertise to their potential portfolio companies and investors their capacity to enhance value through improved operational performance. According to a summary of following studies by Kaplan and Strömberg (2009), PE investments are often linked to increases in operating performance or productivity. When it came to reflecting information about individual stocks and the stock market, the securities markets were incredibly efficient, according to the Efficient Market Hypotheses. The widely held belief was that when new information emerges, it travels swiftly and is immediately included into the values of assets. This thesis will provide a conceptual explanation of how stock performance reflects what investors expect from the firm. Based on the aforementioned research gap, investors also have expectations of the firms, which are reflected in the performance of their stock. But additional research is required to fully understand how PE investments affect both stock performance and monetary results. The second goal of the study is to examine how stock performance and PE investment have an influence on investor expectations.

2. LITERATURE REVIEW

2.1 Principal-Agent Theory

The generic principal-agent relationship is common in a variety of commercial and everyday contexts. In general, an agency relationship exists when the activities of one individual, the principal, are dependent on those of others, the agent (Mehta, 2004). Shareholders are the principals; firm management is the agents. The principal-agent paradigm's two primary informational concerns are hidden information, also known as asymmetric information, and hidden action, also known as moral hazard (Pratt and Zeckhauser 1985). Most PE investments now use an organizational structure called a limited partnership to get around the challenges of secret information and covert activity. One the one hand, these private equity partnerships' managers have the time and know-how to choose assets carefully and oversee start-up funds after an investment. Each investor conducting such time-consuming monitoring and due diligence would undoubtedly be wasteful. As a result, it is usually more practicable to only give seasoned private equity fund managers the responsibility of contracting and monitoring (Gompers and Lerner, 1999).

2.2 Efficient Market Hypotheses

The efficient market hypothesis (EMH) is still an important part of modern finance. Although the actual data is unclear, the theory is valid. The EMH is applicable to capital markets. A stock market that is efficient in general is one in which stock prices reflect basic business information (Degutis & Novickytė, 2014). The company's market worth differs in this case. Given the above knowledge, it becomes increasingly difficult to earn an excessive return on the stock market. If the market is moderately efficient, technical analysis will not provide a return advantage. In semi-strongly efficient markets, current stock prices reflect not just historical prices but also all publicly accessible information, such as acquisition announcements, dividend distributions, and changes in accounting standards, among other things. In highly efficient markets, current stock prices indicate all conceivable information that does not need to be released. This sort of market efficiency implies that profiting from insider information is impossible, which looks improbable (Malkiel, 2011).

2.3 Private Equity Investment

The capital structure of a firm is the mix of debt and equity used to fund its investing activities. Several factors influence the decision between debt and equity. The assessment of

capital structure is critical because the financing alternatives that form capital structure have an influence on profitability, business value, the cost of capital, and investment decisions (Hardiyanto et al., 2015), PE investments are one type of capital structure.

There are three related literary collections. The first group studies if and how private equity funds contribute value to businesses; the second set looks at the financial success of PE-backed firms following their initial public offerings; and the third set looks at PE ownership of businesses following their IPO (Suhail and Echavarría, 2019). According to Gompers and Lerner (2001), understanding the private equity market necessitates familiarity with the full risk cycle, which is divided into four stages: capital acquisition, investment, monitoring, and output. The cycle starts with a risk fund analysis, then progresses to prospection and proposal selection based on project analysis. Whether or whether the expected goals are achieved is determined during the monitoring phase; shared management also adds value.

2.4 Company Performance

According to Bhunia et al. (2011) the practice of evaluating a company's operating and financial aspects based on its accounting and financial statements is known as financial performance analysis. The goal of this study is to examine the firm's management's efficacy and performance using financial data and reports. The analyst seeks to assess the firm's liquidity, profitability, and other indications that the business is run sensibly and properly, guaranteeing sufficient returns to shareholders to keep the firm's market value at a minimum.

A performance that is equally significant to financial performance is stock performance. Investing in the stock market is frequently done by investors seeking dividends, capital gains, or firm ownership as a kind of return. Prior to making an investment, investors will think about the company's valuation and the acceptable stock return. When assessing an investment's success, the actual return is crucial (Wijaya et al., 2020). The market worth of the companies is reflected in the stock price. A greater stock price results from a higher stock value (Husnan, 2012). Types of return that are expected mainly by investors are capital gains and dividends (Suhadak et al., 2019). The price of stocks is influenced by supply and demand. These factors are influenced by irrational variables in addition to rational and irrational variables.

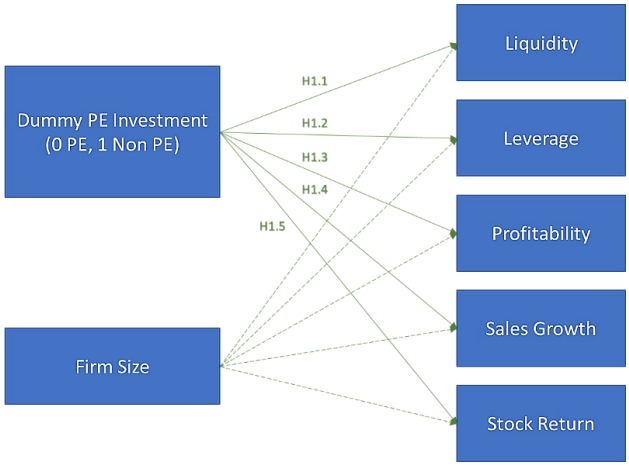

Figure 3. Research Framework

The assumptions in this investigation are depicted in Figure 3:

H $_{1.1}$: Investment Private Equity has a positive effect on liquidity

H $_{1.2}$: Investment Private Equity has a negative effect on the level of leverage

H $_{1.3}$: Investment Private Equity has a positive effect on profitability

H 1.4: Investment Private Equity has a positive effect on sales growth
H 1.5: Investment Private Equity has a positive effect on stock return

3. RESEARCH METHODS

As for the research framework for analyzing the impact of PE investment on company performance, this study uses four measures based on company financial policies (Cronqvist et al., 2009): liquidity, leverage, profitability, sales growth, and combining with stock returns, with firm size as control variables. A control variable in research investigations is anything that is maintained steady or constrained. It is a variable that has no bearing on the study's goals but is controlled anyway since it might have an impact on the findings. Research biases like the bias of an omitted variable can be avoided with the use of control variables. Purposive sampling is used to obtain data as part of the quantitative descriptive research methodology. A non-probability sampling method called "purposeful sampling" selects units based on their possession of desired qualities.

On the Indonesia Stock Exchange as of September 2022, there are roughly 810 firms listed. These businesses are the population in this research. For this study, it has also been checked to see whether any private equity has been invested in each of the firms using the internet news and investor database (www.crunchbase.com). Roscoe (1975) advises on how to figure out the sample size. He says that the sample size for each study should be between 30 and 500 people, with at least 30 people in each part of the sample. Therefore, 30 companies were picked as our sample. The techniques of data analysis could be explained using panel data regression analysis.

4. RESULTS AND DISCUSSION

The classical assumption test is conducted first before undertaking panel data regression analysis to confirm that the parameter values for testing are legitimate. Normality, multicollinearity, heteroscedasticity, and autocorrelation tests are examples of classical assumption tests that must be satisfied in order to test this technique (Ghozali, 2013). A common assumption test in research is the one that follows.

4.1 Normality Test

The distribution of the regression model is examined for normality using the data normality test. Jarque-Bera - Normality Test was employed in this work as the data normality test. Table 1 displays the results of the normality test:

Table 1. Normality Test Result

	Jarque-Bera	**Nilai Probabilitas**
Liquidity	4.128158	0.126935
Leverage	4.770388	0.092071
Profitability	2.681170	0.261693
Sales Growth	5.598653	0.060851
Stock Return	4.041516	0.132555

Source: Results of Data Processing with Eviews 10 (2023)

The Jarque-Bera normality test is used as the foundation for decision-making, and the significance threshold is set at 0.05. If the significance value is more than 0.05, the study data is normally distributed/data dispersed. According to Table 1, the probability value of each

regression model is more than the significant threshold of 0.05, implying that the data in this research model are normally distributed.

4.2 Panel Data Regression Model

4.2.1 Hausman test

For the Hausman test, the following is the hypothesis:

H_0: *Random Effect Model* (REM)

H_1: *Fixed Effect Model*

Alpha = 5%

Conditions: Reject H_0 if the p-value < alpha.

Results from the Hausman test performed with the EViews 10 program are reported in Table 2:

Table 2. Hausman Test Results

	Alpha	*Cross-Section Random* (Prob.)	Estimasi Model
Liquidity	> 0,05	0.2287	*Random Effect Model*
Leverage	> 0,05	0.0003	*Fixed Effect Model*
Profitability	> 0,05	0.3851	*Random Effect Model*
Sales Growth	> 0,05	0.8174	*Random Effect Model*
Stock Return	> 0,05	0.8386	*Random Effect Model*

Source: Results of Data Processing with Eviews 10 (2023)

According to Table 2, the probability value in the random variable cross-section test of the liquidity variable is 0.2287, which suggests it has significance above the 95% level of significance (= 5%). In other words, the model employs the random effect model approach. Therefore, the probability value in the random cross-section test of the leverage variable is 0.0003, which indicates that it has substantially less importance than the 95% threshold (i.e., 5%). In other words, the model employs the fixed effect model approach. The probability value in the random cross-section test of the profitability variable is 0.3851, which indicates that it has a significance higher than the 95% threshold of significance (= 5%). To put it another way, the model applies the random effect model approach.

Additionally, the sales growth variable's probability value in the random cross-section test is 0.8174, which indicates that it has significance above the 95% level of significance (= 5%). To put it another way, the model applies the random effect model approach. The probability value for the stock return variable in the random cross-section test is 0.8386, which indicates that it has significance above the 95% level of significance (= 5%). To put it another way, the model applies the random effect model approach.

4.2.2 Lagrange Multiplier Test

Between the Pooled Least Square (PLS) and Random Effect Model (REM) methods, this test is used to identify the model. For the LM test, the following is the null hypothesis:

H_0: *Common Effect Model* (PLS)

H_1: *Random Effect Model* (REM)

Alpha: 5%

Conditions: Reject H_0 if Prob. Chi-Square < alpha 0.05.

The results of the Langrage Multiplier Test performed using the EViews 10 Software are reported in Table 3:

Table 3. Results of the Lagrange Multiplier Test

	Alpha	Prob. Chi-Square(2)	Estimasi Model
Liquidity	< 0,05	0.0000	*Random Effect Model*
Leverage	< 0,05	0.0000	*Random Effect Model*
Profitability	< 0,05	0.0000	*Random Effect Model*
Sales Growth	< 0,05	0.0000	*Random Effect Model*
Stock Return	< 0,05	0.6717	*Common Effect Model*

Source: Results of Data Processing with Eviews 10 (2023)

The Prob. Chi-Square variable liquidity of 0.0000 is less than alpha 0.05, according to the findings of the LM test. The random effect model is thus followed by the model estimation technique. The Prob value is then acquired. The alpha is 0.05 and the chi-Square variable leverage is 0.0000. This indicates that the random effect model is followed by the model estimation technique. Because it is possible to calculate a Prob value for the variable profitability. Alpha 0.05 is less than the Chi-Square of 0.0000. Thus, the random effect model is followed by the model estimation technique.

The value of Prob. Chi-Square variable sales growth of 0.0000 is less than alpha 0.05, according to the findings of the LM test. The random effect model is thus followed by the model estimation technique. Last but not least, the Prob. Chi-Square variable stock return of 0.6717 is larger than alpha 0.05, as determined by the results of the LM test. This indicates that the common effect model is followed by the model estimation technique.

4.3 Best Model Selection Recommendations

Table 4. Panel Data Regression Model Selection Results

	Hausman Test	Langrage Multiplier Test
Liquidity	*Random Effect Model*	*Random Effect model*
Leverage	*Fixed Effect Model*	*Random Effect Model*
Profitability	*Random Effect Model*	*Random Effect Model*
Sales Growth	*Random Effect Model*	*Random Effect Model*
Stock Return	*Random Effect Model*	*Common Effect Model*

The findings of the Langrage multiplier test and the Hausman test on the liquidity variable are identical. The random effect model is shown to be the best choice for affecting liquidity at that point. Additionally, the findings of using a panel data regression model for affecting leverage are inconsistent. It is then found that the optimal model for affecting leverage employs a random effect model after looking at the outcomes of the fixed effect model using a singular matrix. The findings of using the panel data regression model to determine how profitability is influenced are same. The random effect model is then used to identify the optimal model for impacting profitability.

The findings of the Langrage multiplier test or the Hausman test then yielded identical results. Thus, using the random effect model, the optimal model for affecting sales growth is chosen. Last but not least, Table 4's panel data regression model findings for stock return demonstrate a variety of outcomes. The greatest r-squared value is used to identify the best

model for affecting stock returns; the random effect model has a higher r-squared value than the common effect model.

4.4 Partial Regression Coefficient Test (t-test)

The estimation results for each model are presented in Table 5:

Table 5. Hypothesis Testing Results

	Coefficient	Std. Error	t-Statistic	Prob.
PE → LIQ	0.631552	0.167418	3.772312	0.0001
PE → LEV	-0.039776	0.048500	-0.820124	0.2063
PE → PROF	0.010271	0.004147	2.477049	0.0069
PE → SG	0.032789	0.016872	1.943440	0.0263
PE → SR	0.000538	0.014577	0.036914	0.9706

Source: Results of Data Processing with Eviews 10 (2023)

It may be deduced from the partial hypothesis testing (t-test) findings in the preceding table that:

1. **Effect of PE Investment on Liquidity**
   β (beta) a positive direction of 0.631552 and a significant value of 0.0001 (5% significance threshold) are found. As a result, it is possible to conclude that PE investment has a beneficial influence on liquidity.
2. **Effect of PE Investment on Leverage**
   β (beta) -0.039776 in the negative direction and a significance threshold of 5%, or 0.2063, are used to arrive at the value. As a result, it is evident that PE investment has no impact on leverage.
3. **Effect of PE Investment on Profitability**
   Attained a β (beta) value with a positive direction of 0.010271 and a significance level of 5% of 0.0069. The impact of PE investment on profitability can thus be seen as favorable.
4. **Effect of PE Investment on Sales Growth**
   A significance threshold of 5% was used to calculate the β (beta) value, which was achieved in the positive direction at 0.032789. As a result, it is evident that PE investment contributes to the rise of sales.
5. **Effect of PE Investment on Stock Return**
   In accordance with the findings of the hypothesis, a β (beta) value is produced with a positive direction of 0.000538 and a significance value of 0.9706 (5% significance threshold). It follows that PE investment has little impact on stock performance.

4.5 Determination Coefficient Test

The percentage of the dependent variable's overall variance that is explained collectively is expressed by the coefficient of determination test (R^2). R^2 measures the goodness-of-fit, or how well the sample regression line resembles the actual data.

Table 6. Test Results for the Coefficient of Determination (R^2)

	R-Squared
Liquidity	0.0982 (9,82%)
Leverage	0.0148 (1,48%)
Profitability	0.1760 (17,60%)

Sales Growth	0.0119 (1,19%)
Stock Return	0.0074 (0,74%)

Source: Results of Data Processing with Eviews version 10 (2023)

According to the study's findings, which are presented in Table 6, the coefficient of determination of liquidity is 0.098294, meaning that PE investment has a 9.82% impact on liquidity. PE investment has a further effect of 0.0148 or 1.48% on the coefficient of determination of leverage. Profitability is influenced by PE investment by 17.60% according to the coefficient of determination of 0.176030. Then, the coefficient of determination is determined to be 0.011946, which indicates that 1.19% of PE investment has an impact on sales growth. When all is said and done, a coefficient of determination of 0.007378 is found, indicating that a PE investment of 0.74% has an impact on the stock performance.

4.6 Discussion on Findings

4.6.1 Private Equity investment positively affects the liquidity

According to the first hypothesis study's findings, PE investment has a favorable impact on liquidity. Sincerre et al. (2019) show that corporations that disperse a big portion of their profits as dividends tend to avoid building up cash on their balance sheets or feeling forced to make little purchases or investments. These companies are usually young and developing, therefore they tend to pay less of their earnings as dividends (Jain et al., 2009). According to the idea of aligned interests, having a principal owner improves minority shareholder protection, which has a positive impact on cash and equivalents when private equity is present. Chen (2009) highlight the relationship between Venture Capital (VC) and cash and equivalents.

4.6.2 Private Equity investment negatively affects the leverage

According to the findings of the second hypothesis's test, PE investment had no impact on leverage. By communicating to financial markets the inherent worth of invested firms, these funds can significantly impact the amount of information asymmetry. Several facets of company finance policy can be impacted by lessening knowledge asymmetry (Myers and Majluf, 1984). The likelihood that wealth will be shifted from owners to creditors increases with the amount of corporate debt in the capital structure, agency expenses, and level of corporate leverage (Malau & Murwaningsari, 2018). Studies have shown that this does not always indicate that firms backed by private equity would issue shares more frequently (because they are more likely to obtain a fair price for their shares), leading to lower levels of debt). According to Tulus et al. (2019), firms with PE investments had less debt over the first five years following their initial public offering. This finding contradicts with that of Yang et al. (2016), who discovered a link between financial leverage and poor corporate performance.

4.6.3 Private Equity investment positively affects the profitability

The results of the third hypothesis show that there is a positive effect of PE investment on profitability. Morsfield and Tan (2006) believe that companies that invest in private equity on average have superior investment performance than those that do not invest in private equity. (Wright et al., 2009) also conclude that private equity and purchases bring very important economic and social benefits, including profitability. According to study by Sincerre et al. (2019), PE investment businesses exhibit stronger profitability in the near term (3 years after IPO), which is in accordance with this as well. A high return on assets (ROA) suggests that all

of the assets used by the business can be profitable. On the other hand, if the ROA is negative, the total assets utilised do not result in a profit or loss (Malau, 2020).

4.6.4 Private Equity investment positively affects the sales growth

According to the findings of evaluating the fourth hypothesis, PE investment positively impacts sales growth. An additional statistic to assess a company's operational effectiveness is its sales performance. Concerning erratic sales growth, Puri and Zarutskie (2012) show that private equity-funded companies experience faster sales growth than non-funded companies. Before growth rates stabilize, this effect is prevalent in the early years. Paglia and Harjoto (2014) shows that private equity and venture capital benefit sales growth. According to the authors, these findings persisted three years after PE began investing. In addition, Sincerre et al. (2019) support that private equity-backed companies have higher short-term sales growth (3 years after IPO).

4.6.5 Private Equity investment positively affects the stock return

The fifth hypothesis shows that there is no effect of PE investment on stock returns. Hertzel et al. (2002) look at the stock-price performance of publicly traded companies that are raising private equity. They specifically discover that while announcement-period returns are good, the stock's post-announcement price performance for the three years after the offering is disproportionately poor. According to Hertzel et al. (2002), this data may point to managerial overconfidence and the investors' failure to notice it. Their reasons support the under-reaction hypothesis, but their data contradict it. The windows of opportunity concept, in which businesses sell shares to private investors at the greatest price achievable, is supported by their results instead.

CONCLUSION

According to the results, PE investment has an impact on company performance, particularly financial performance, which in this study is liquidity, profitability, and sales growth. According to the principal-agent theory, PE will reduce the principal-agent issue that occurs between the principal (investor) and the agents (management). According to the principal-agent method, there are various ways to decrease agency costs, one of which is to agree on suitable agent conduct to avoid unwanted behavior, and the principle will spend monitoring expenses to assure this. On the other hand, the result indicates that for the Indonesia’s stock market, PE investment might not impact on stock performance. This also indicates that Indonesia’s market still not really aware on impact of PE investment in their portfolio companies.

IMPLICATION

Despite its importance, PE has an impact and influence on a company's success for investors. However, based on the findings of the study, it can be inferred that Indonesian investors must be made aware of the impact of PE investment on their portfolio firms. Consider PE as a funding alternative for practitioners/entrepreneurs that have a promising future business and are looking for another approach to fund it while also improving the company's performance. PE investments are one of the capital structure alternatives that have a major impact on the growth of businesses. It is also critical for the regulator to develop the Indonesian investment ecosystem in order to boost the investment landscape. This is critical in order to

provide predictability and security to domestic and foreign businesses looking to invest in Indonesia. This might have a good influence on Indonesia's economic growth.

LIMITATION

Since the firms being invested in by Private Equity listed on the Indonesia Stock Exchange are still considered to be few in number and the observation period still relatively young, it is fairly rigid to have varied point of view to be researched, which is one of the constraints of this research. This study's research was not restricted to any one particular industry listed on the Indonesia Stock Exchange. As a result, there are several factors that prevent generalization to all industries. Additionally, the duration of this investigation was unknown. Depending on the year of the IPO or the year of the PE investment, it may vary from earlier times to more current ones. As a result, the market environment may change from one sample to the next.

RECOMMENDATION

It is advised to determine more parameters for each group (both for companies being invested by Private Equity and not being invested by Private Equity), while also focusing on the specific sectors / industries to reduce the difference on the characteristics of the business.

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The Influence of Digital Innovation and Population on Socioeconomic Mediated by The Environment Due to The Covid-19 Pandemic (Case Study: Dki Jakarta Province)

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ABSTRACT

This research discusses the consequences of the Covid-19 pandemic in terms of several aspects. An aspect that will be discussed in this study and has never been discussed by other researchers is the fusion of digital innovation, population, and environment towards socioeconomics. The purpose of this study is to determine the impact of population numbers, and digital innovation, on socioeconomics in DKI Jakarta Province and mediated by the environment. In data analysis, the author used the SEMPLS method, with a total of 30 respondents. The variables in this study have been validated by three experts, where the expert is the head of the task force appointed to deal with the pandemic in DKI Jakarta. The ultimate goal of this study is to get indicators of what has the most influence on Covid-19. From the results of the study, it was found that all indicators in this study had an influence on the socioeconomics due to the Covid-19 pandemic.

Keywords: Pandemic, Covid-19, DKI Jakarta, Socio-Economic, SEMPLS

INTRODUCTION

The spread of covid-19 is currently based on data obtained by the author through the website (DKI Jakarta Provincial Government, 2022) that currently there are 6,402,686 confirmed positive cases on the Indonesian national scale with information as many as 29,126 or as many as 0.5% confirmed positive, then as many as 6,215,711 or 97% confirmed recovered, and 157,849 or as many as 2.5% confirmed died. Meanwhile, the confirmed cases of Covid-19 for the DKI Jakarta area, namely 1,414,292 positive confirmed cases, with details of 660 or as many as 0.0% confirmed treated, 1,389,381 or 98.2%, then confirmed 15,551 or 1.1% died, and the last as many as 8,700 or as many as 0.6% confirmed positive and self-isolated.

The covid-19 pandemic is also a major change in digital innovation in Indonesia. One of the accelerations of digital transformation is in the health sector, where before the covid-19 outbreak, treatment consultations by coming to the doctor. In accordance with its development, telemedicine was born to make it easier for patients to consult a doctor. According to (Kuntari, 2022) People's habits at this time, especially during a pandemic, have certainly been adjusted when compared to people's habits before the pandemic. Society is increasingly open to the development of the times, especially the rapid development of technology. This certainly affects the ability of the community, especially the younger generation, to be able to adjust to the flow of information development digitally which is considered to be growing rapidly. In accordance with (Law, 2016) concerning Information and electronic transactions where the services that need to be considered are all matters related to technology and networks. The existence of internet facilities that support digital media can certainly be used as reference material to find various sources of information because we know that everything in people's lives today has been digitized with increasing technological advances.

When the spread of covid 19 occurred, then the discussion about the transmission of disease through animals, especially wildlife which is often sold illegally. This means that the public or the wider community also highlights the need for the government and officials to truly control the level of poaching and illegal trade of these animals. Based on this view, many people flocked to provide input to the government to prevent transmission by carrying out social restrictions in several areas, including restrictions on the sale of wild animals that were considered dangerous. According to research (Mella Ismelina Farma Rahayu, 2021) the occurrence of the Covid-19 pandemic is inseparable from the problem of environmental damage that occurs.

In addition to having an impact on the total population in Indonesia, especially the province of DKI Jakarta, then other impacts are also on digital innovation and the environment. In fact, the socio-economic field is also one of the factors that are believed to have a strong influence due to Covid-19. The decline in people's income is an important assessment of the decline in the economic level of the community. With the Covid-19 virus pandemic, the economy has experienced a decline, especially for market traders who experienced a decrease in turnover and income by 50% (Di et al., n.d.) . In the study (Noersanti et al., 2021) it was also stated that the socioeconomic impact is not only around increasing poverty due to many who have lost their jobs, difficulty accessing health, but also including the cultural realm where there is increasingly unequal gender inequality which is widely complained about by women.

1. **CHAPTER 1 -** LİTERATURE REVİEW

In population theory, Thomas Robert Malthus stated that the number of inhabitants would exceed the amount of food supplies needed then Malthus was very concerned that the amount of time required for the population to double the number was very short, he described that if no

restrictions were made, the population tended to develop according to a series of measures. From these series, it can be seen that there will be a imbalance between the number of people and the supply of food. Within 200 years, this ratio will be 256 : 9. (Mantra, 2000)
Uncontrolled population growth according to Lincolin will cause various problems and obstacles to the efforts made, because such high population growth will cause a rapid increase in the number of workers, while the ability of regions to create new job opportunities is very limited (Arsyad, 2004)
There are several things that can be an obstacle to the rate of population growth. It can be divided into 2, namely:

A. Positive checks or events that are outside human power such as, natural disasters, famines, infectious diseases, wars and murders.
B. Presentive checks or things that can be attempted by oneself such as, postponing marriage or marriage and permanent celibate (Malthus, 2018)

The adaptation of the company's business concept to match the automation brought by the industry 4.0 concept is carried out with a digital transformation program (digital transformation). Some experts define digital transformation as follows:

A. Digital Transformation is an evolutionary process that leverages digital capabilities and technologies to enable business models, operational processes and customer experiences to create value (Gatautis et al., 2014).
B. Digital Transformation is concerned with "the changes digital technologies can bring about in a company‟s business model, which result in changed products or organisational structures or automation of processes" (Clohessy in Gatautis et al., 2017:111).
C. Digital transformation is not about technology, but rather about new strategies and perspectives (Rogers, 2017)

The living environment is the sum of all objects and conditions that exist in the space we occupy that affect our livelihood (Silalahi, 2001). The term environment, in English is called environment, in Dutch it is called millieu and in French it is called environment. According to Munadjat Danusaputro, "The living environment is all objects and conditions, including man and his deed behavior contained in the space where man is located and affects the life and well-being of man and his life body" (N.H.T.Siahaan, 2004). According to the understanding (32, 2009), the living environment is defined as the unity of space with all living objects, potentials, states, and beings, including humans and their behavior, which affects nature itself, the survival of life, and the well-being of humans and other living beings. Human beings since being born in this world, have been in a certain living environment. The environment is an absolute part that cannot be separated from human life with all its life activities foraging, drinking and meeting other needs, is because there is an environment as the first and most important source for the fulfillment of these various needs.
The environment in which humans live is categorized into three basic groups, namely:

A. Physical environment (physical environment), namely everything around us in the form of inanimate objects, such as houses, vehicles, uadara, water and so on.
B. Biological environment (biological environment), that is, everything that is around humans in the form of living organisms apart from humans themselves.
C. Social environment, that is, humans around it, such as neighbors, friends, and other people around him who are not yet known (Subagyo, 2002)

Based on the literature review, the following is the development of a hypothesis that describes

the relationship between the variables that will be studied in this study.

- H1 : Population affects the Environment
- H2 : Digital Innovation affects thE Environment
- H3 : Population affects socioeconomics
- H4 : Digital Innovation affects socioeconomics
- H5 : Environment affects socioeconomics
- H6 : Population affects socioeconomics in environmental mediation
- H7 : Digital Innovation affects Socioeconomics in Environmental mediation

2. CHAPTER 2 - RESEARCH METHOD

This study was conducted using a quantitative approach, because the purpose of this study was to obtain variables that affect the socioeconomics due to the occurrence of the Covid-19 pandemic in DKI Jakarta. The selection of SEM-PLS as a method of data analysis, is based on the characteristics of the research object, the assumptions underlying the model, and based on its virtues. The reason for using the SEM-PLS approach, because: 1) SEM-PLS in the past decade has become an important concern in academics and researchers (Joseph F. Hair et al., 2013); 2) SEM-PLS has been widely used in several scientific studies, such as management (Richter et al., 2016), organizational management (Henseler et al., 2012), strategic management (Furrer et al., 2012; Joe F Hair et al., 2012), accounting (Lee et al., 2011), information systems management (MacKenzie et al., 2011; Ringle et al., 2012), operations management (Peng &Lai, 2012) and so on. SEM-PLS comes as an alternative when some of the basic assumptions of CB-SEM are not met or the essence of the objectives of the model developed is aimed at using SEM-PLS (Asyraf & Afthanorhan, 2013). Other reasons for using the SEM-PLS approach, are mainly: 1) SEM-PLS can describe the main target construct variants (Joe F Hair et al., 2012; Reinartz et al., 2009); 2) SEM-PLS sample size although relatively small, will still achieve good statistical strength (Joe F Hair et al., 2012; Reinartz et al., 2009); and 3) SEM-PLS is able to handle complex models with many model relationships and a large number of indicators (Joe F. Hair et al., 2014).

The approach of using SEM-PLS is important to pay attention to the stages involving:

1) model specifications;
2) evaluation of measurement models; and
3) evaluation of structural models.

SEM analysis will result in a relationship between the free variable and its bound variable. The relationship between its variables will be described as below, namely:

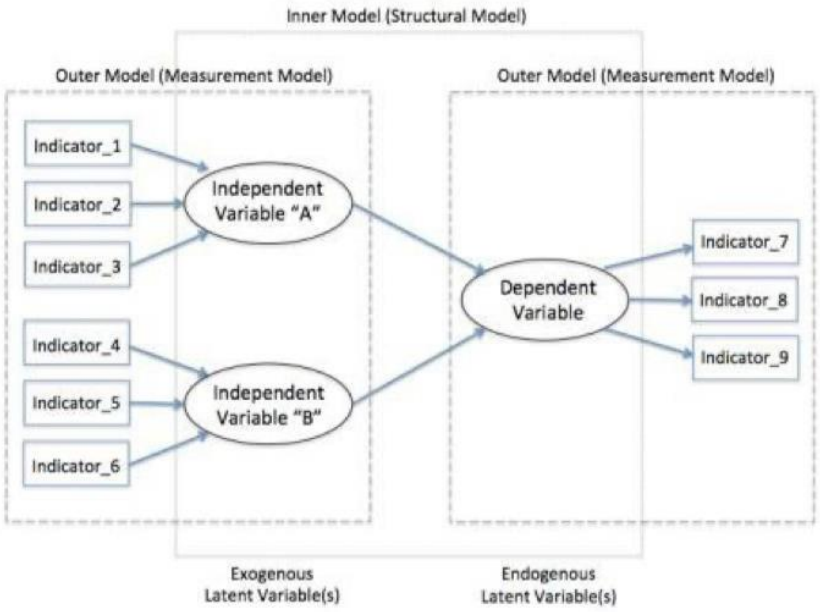

Figure 1 Relationship of anta variables on SEM Source: Ken Kwong-Kay Wong (2013)

On the basis of the above discussion, this research model includes latent variables of hierarchy with reflective-formative type. The latent variables and dimensions (construction of the research path model) are shown in the following figure.

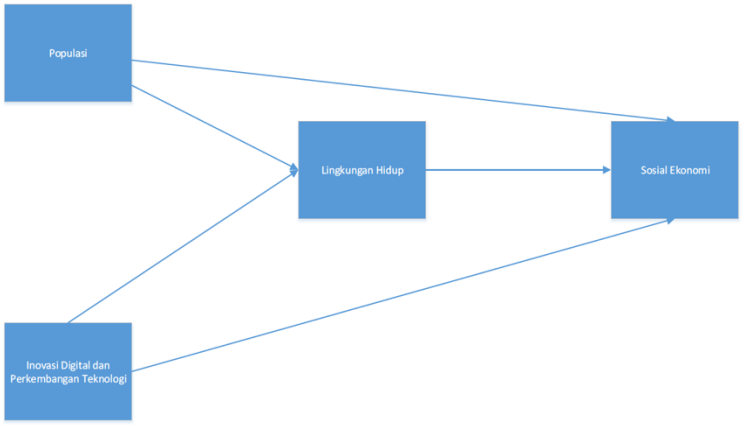

Figure 2 Construction of the Research Path Model Source : Olahan Author, 2022

3. CHAPTER 3 - RESULTS AND DİSCUSSİON

3.1 Expert Characteristics

In data collection, researchers conduct interviews and provide questionnaires as validation of expert answers to meet the needs of the study. Here is expert data that assists researchers in conducting research validation.

Table 1 List of Expert

Code	Expert	Initials	Gender	Position	Experience (Years)	Education
P1	Expert 1	Na	L	Head of Covid-19 Handling Jakarta	28 Years	S2
P2	Expert 2	Sg	L	Head of Jakarta Hospital	24 Years	S2
P3	Expert 3	Sa	L	Doctors Handling Covid Cases	18 Years	S2

Based on the table above, it can be explained that all experts who assist researchers in determining the assessment points for the questionnaire are to have a position as Head of Handling Covid-19 Jakarta with a long work of more than 28 years.
Structural Equation Modelling analysis on respondent data aims to find the most influential variables in Digital Innovation of construction projects. In this study, SMARTPLS software was used to model variables that have been validated by experts. The analysis carried out is an outer model and inner model test. Outer models are useful for showing how the indicators that have been created can represent the latent variables that are measured. Outer model tests can also be used to test the validity and reliability of indicators from the set of variables that have been created. Meanwhile, the inner model test is used to measure the causal relationship between the variables that have been made**.**

3.2 Test Outer Model

The *outer model* test using SEM aims to test the validity and reliability of the data obtained. This validity and reliability test is carried out to determine whether the indicator can be properly used to measure a variable. Validity testing is divided into two, namely convergent validity and discriminant validity. The validity of convergence can be seen from the correlation value between indicators and variables (Outer Loading) greater than 0.7. In addition to using outer loading values, convergent validity can also be seen from the Average Variance Extracted (AVE) value. A model can be said to be valid if it has an AVE value for each variable above 0.5. The validity of the discriminant can be seen the AVE root value for each variable with the variable itself having the largest value when compared to other variables. The value can be seen in the Fornell Lacker section of the SMARTPLS application. In addition, the validity of the discriminant can be seen from the outer loading value of an indicator with its variables must be greater than that indicator with other variables. The value can be seen in the Cross Loadings section of the SMARTPLS application. Reliability testing in this study used Composite Reliability and Cronbach Alpha values. An indicator can be declared reliable if the composite reliability and Cronbach Alpha values are above 0.70

3.3 Convergent Validity

Table 2 Convergent Validity

No.	Variable	Variable Code	Indicators	Indicator Code	Loading Factors	Ave	Conclusion
1	Total Population	X1	Fertility Problems	X1.1	**0,720**	0,511	Valid
			Mortality Problems	X1.2	**0,960**		Valid
			Migration Issues	X1.3	**0,769**		Valid
2	Digital Innovation	X2	Digitization	X2.1	**0,838**	0,591	Valid
			Digitalization	X2.2	**0,685**		Valid
			Digital Transformation	X2.3	**0,598**		Valid
3	Hiduo Neighborhood	X3	Physical Environment	X3.1	**0,802**	0,68	Valid
			Biological Environment	X3.2	**0,837**		Valid
			Social Environment	X3.3	**0,839**		Valid
4	Socio-Economic	X4	Education Level	X4.1	**0,913**	0,81	Valid
			Work	X4.2	**0,881**		Valid
			Income	X4.3	**0,818**		Valid

Convergent validity value is the value *of the loading factor* on a latent variable with its indicators. *Convergent validity* is assessed based on the correlation between *the item score* or *compound score* and *the construct score* calculated by PLS.To be measured, but in this case, the author refers from the standard (Hair et al., 2014) that the *loading* value used is 0.5

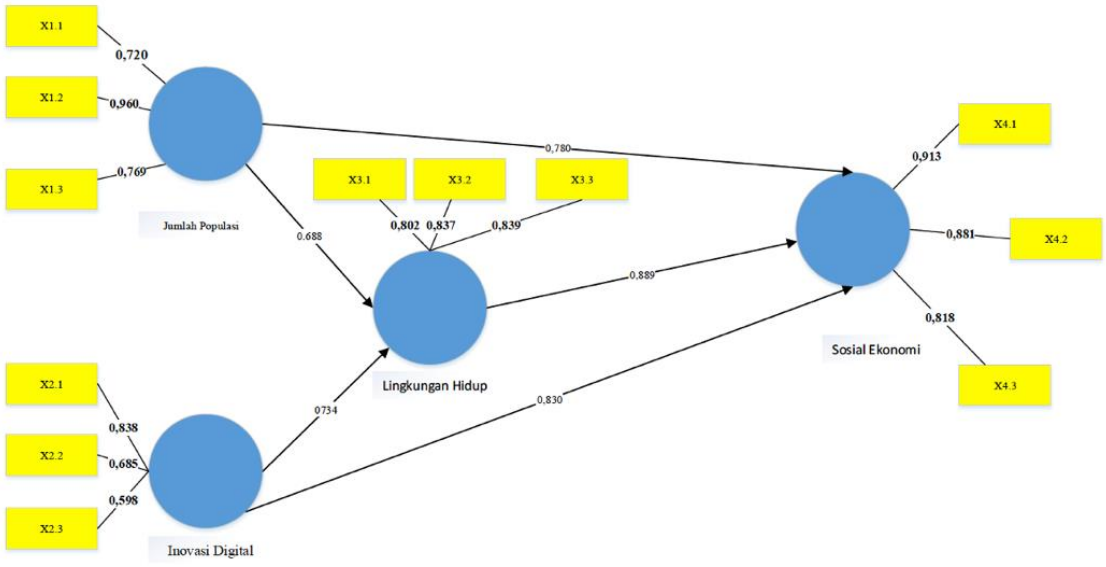

Figure 3. Diagram with SEMPLS

3.4 Discriminant Validity

Evaluation of *Discriminant Validity*, using assessments from *Cross Loadings*, *Fornell- Larcker Criterion*, and *Heterotraite-Monotraite* (HTMT). The *Cross Loadings* value of each correlated construct must be higher than other construct values (Hair et al., 2014). The *Fornell- Larcker* evaluation was assessed based on the square root value of the AVE of each construct correlated with the other construct. If each construct has an AVE square root value higher than its correlation value, then the model has good discriminant validity (Fornell & Larcker, 1981). Furthermore, an HTMT assessment is carried out to ensure the validity of the discriminant between the two correlated reflective constructs, with the HTMT value must be less than 0.9 (Henseler et al., 2015). Evaluation of discriminant validity testing is presented in the following tables. The results showed that the *cross loading* value showed that all constructs had a higher correlation than other construct correlations. Then it can be stated that this evaluation has been successful and has met the validity of the discriminant. Furthermore, a *fornell-larcker* test will be carried out presented in the Table 3 below.

Table 3. *Discriminant Validity* Test

Indicators	Total Population	Digital Innovation	Environment	Socio-Economic
toX21	0,500	0,450	0,495	**0,598**
X22	0,701	0,687	0,605	**0,832**
X31	0,703	0,642	**0,839**	0,763
X32	0,659	0,594	**0,837**	0,723
X33	0,538	0,417	**0,802**	0,538
X51	**0,763**	0,576	0,603	0,719
X52	**0,903**	0,698	0,717	0,696
X53	**0,907**	0,761	0,655	0,733
Y1	0,787	**0,950**	0,619	0,721
Y2	0,762	**0,948**	0,623	0,722
Y3	0,671	**0,575**	0,597	0,665

Fornel-Larcker's results show that all the values of the AVE square root of the construct that are correlated with other constructs have met the validity of the discriminant, because the correlated AVE square root value of the construct is greater than the value of other constructs, except socioeconomics and project owners have a smaller correlation than the corelasi other constructs.

Table 4. *Fornell-larcker* test

	Population numbers	Digital Innovation	Environment	Socio-Economic
Population numbers	0,867			
Digital Innovation	0,816	0,949		

Environment	0,747	0,654	0,822	0,875
Socio-Economic	0,814	0,760	0,794	0,769

Furthermore, HTMT testing is presented in the Table 5 below. Based on the results of the HTMT table above, in this HTMT test, it can be said that it meets the validity of the discriminant. Because some correlations between constructs have an HTMT value smaller than 90.

Table 5. HTMT Test

	Population numbers	**Digital Innovation**	**Environment**	**Socio-Economic**
Population numbers				
Digital Innovation	0,875			
Environment	**0,317**	**0,141**		
Socio-Economic	**0,797**	**0,627**	**0,525**	**0,828**

3.5 Internal Consistency Reliability

The reliability of the indicators in building the model is said to be reliable or not, if *the Composite Reliability* value between 0.70 – 0.95 has a satisfactory level of reliability (Hair et al., 2014), and the value of *Cronbach's Alpha* is expected to be above 0.70 (Ghozali & Latan, 2015). The results of testing the reliability of each indicator are presented in the following Table.

Table 6. Internal Consistency Reliability

	Cronbach's Alpha	**Composite Reliability**
Total Population	0,889	0,923
Digital Innovation	0,890	0,948
Environment	0,882	0,912
Socio-Economic	0,959	0,963

The results of *composite reliability* and *cronbach's alpha* tests are at the level of good test criteria. Thus the items used have been reliable and consistent in building research models, because they are above 0.70.

3.6 Structural modes evaluation

Evaluation of the structural model is carried out to find out whether the model built is at the level of good test criteria. After the evaluation of the measurement model has met its assumptions, a structural model evaluation is then carried out. The structural model uses *R-Square* (R^2), *Q-Square Test* (*Predictive Relevance*), *Goodness of Fit* (*GoF*) *Test*, and *Path Coefficients* (Sarstedt el al., 2017) test evaluations.

3.6.1 R-Square (R^2)

The evaluation of *the R-Square* test aims to determine the ability of exogenous variables to

explain endogenous variables. The assumption is that chin values provide the criteria for R Square values of 0.67, 0.33 and 0.19 as strong, moderate, and weak (Chin, 1998 in Ghozali and Latan, 2015). The following are presented the results of the evaluation of the R^2 test as in the Table 7 below.

Table 7. 10 *R-Square* Evaluation Results (R^2)

	R Square
Delay	0,711

Based on the results of the R test evaluation[2] the delay indicators described by Population Numbers, Digital Innovation, Environment are (0. 711 = strong). That is, the ability of exogenous variables built in explaining endogenous variables has met the level of good test criteria or good models.

3.6.2 Goodness of Fit Index (GoF) Test

The *Evaluation of the Goodness of Fit Index* (*GoF*) test aims to validate the combined performance of the measurement model with the structural model. The GoF assessment uses criteria levels of 0.1 (small *GoF*), 0.25 (medium *GoF*), and 0.36 (large *GoF*) (Hair et al., 2013). GoF calculations are obtained through the following calculations:

$$GoF = \sqrt{AVE \; x \; R^2}$$
$$= \sqrt{0.847 \; x \; 0.711}$$
$$= \sqrt{0.6022}$$
$$= 0.7760$$

Information:

AVE= (0. 752 + 0. 805 + 0. 676 + 0. 591 + 0. 511)/5
= 4,235 /5
= 0. 847

R^2 = 0.711

The calculation results *of the Goodness of Fit Index* (*GoF*) *Test* obtained 0. 7760. That is, the combined performance of the measurement model with the structural model can be said that the model has met the good performance at the level of the test criteria, since the *GoF* value is above 0.36 (large GoF).

3.6.3 Path Coefficients

Path *coefficient* evaluation aims to find out which structural model is built to have the influence of path coefficient according to its assumptions. The value of the path coefficient from -1 to +1, the closer to +1 the relationship will be stronger and vice versa (Sarstedt et al., 2017). If using the degree of significance (α = 5%), then the value (*p-value* < 0.05) (Hair et al., 2014), and *the t-value* of >1.96 (Ghozali & Latan, 2016) can be expressed the influence between exogenous variables and endogenous variables is significant, and vice versa. The results of the structural model are presented in the following Figures and Tables.

Table 8. *Path Coefficients*

	β	T Statistics	P Values
Population Number -Socioeconomic >	0.416	9.135	0.000
Digital Innovation -Socioeconomic >	0.179	4.030	0.000
Environment -Socioeconomic >	0.185	4.075	0.000
Total Population -> Environment	0.179	3.252	0.001
Digital Innovation -Environmental >	0,406	4,266	0,000
Total Population -> Environment-Socioeconomic >	0,332	3,54	0.000
Digital Innovation .> The Environment -Socioeconomic >	0,245	3,88	0,001

The results of the evaluation of structural model testing both direct and indirect influences using *bootstrapping* procedures can be interpreted as follows:

A. The path coefficient of The Number of Populations (β = 0. 416; t = 9.315 >1.96; p = 0.000 <0.05) has a positive and significant effect on socioeconomics, meaning H1 is accepted.
B. The coefficient of the Digital Innovation path (β = 0. 179; t = 4.030 >1.96; p = 0.000<0.05) has a positive and significant effect on socioeconomics, meaning that H2 is accepted.
C. The coefficient of the Environmental path (β = 0. 185; t = 4. 075 >1.96; p = 0.000 <0.05) has a positive and significant effect on socioeconomics, meaning H3 is accepted.
D. The path coefficient of The Number of Populations (β = 0. 179; t = 3.252 >1.96; p= 0.001 <0.05) has a positive and significant effect on the Environment, meaning that H4 is accepted.
E. The coefficient of the Digital Invocation path (β = 0.406; t = 4.266 >1.96; p = 0.000<0.05) has a positive and significant effect on the Environment, meaning that H5 is accepted.
F. The path coefficient of The Number of Populations (β = 0. 332; t = 3.54 >1.96; p = 0.000 <0.05) has a positive and significant effect on the Socioeconomic mediated Environment, meaning H6 is accepted.
G. The coefficient of the Digital Innovation pathway (β = 0.245; t = 3.88 >1.96; p = 0.001<0.05) has a positive and significant effect on the Socioeconomics mediated by the Environment, meaning that H7 is accepted.

4. **CHAPTER 4 –** CONCLUSION

Based on all stages of analysis at SEMPLS, it can be concluded that all indicators on the variables of Population Number, Digital Innovation, and Environment affect the Socio-Economic due to the Covid-19 pandemic. From the results of the analysis above, it can also be concluded that vaiabel Population Numbers and Digital Innovation affect the Socio-Economic mediated by the Environment

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ÖZET

Sosyoekonomik dönüşümlere koşut olarak tarihsel süreç içerisinde kurumların yönetim stillerinde dönüşümler gerçekleşmiştir. Sanayi Devrimi'nden itibaren başta Avrupa ve Amerika olmak üzere tüm dünyada yönetim, bir bilim dalı olarak kabul edilmektedir. Yönetim ve yönetici, toplumsal yaşam ve iş dünyası için elzem kavramlardır. Bununla birlikte yönetim kavramının değişimine koşut olarak yönetici kavramı da değişime uğramakta ve yönetici kavramına yüklenen anlam ile beklentiler farklılaşmaktadır.
'Chief Executive Officer' kelimesinin akronimi olan CEO, en yalın ifadeyle bir şirketin en üst düzey sorumlusudur. Konumu ve sorumlulukları itibarıyla şirket için yaşamsal öneme sahip olan CEO, geniş bir yetki ve sorumluluk alanına sahiptir. Tüm kavram ve olgular gibi CEO kavramı da, zaman içinde değişmekte ve dönüşmektedir. Öyle ki günümüzün rekabet yoğun iş ortamında CEO, marka statüsünde bir değer olarak kabul görmekte ve etki alanını gün geçtikçe artırmaktadır. Bu bağlamda ki iş dünyası açısından CEO kavramı ve konumu, CEO ile ilişkilendirilen işlev ve sorumluluklar, CEO'nun temsil ettiği bilgi, beceri ve yetkinlikler; üzerinde konuşulan ve tartışılan bir nitelik arz etmektedir.
Bu çalışma, CEO kavramına odaklanmakta ve CEO'nun işlev ve sorumluluklarını kavramsal bir bakış açısıyla ele almaktadır. Çalışma kapsamında CEO kavramı, CEO'nun yönetsel-örgütsel anlam ve önemi, görev ve sorumluluk alanları, sahip olması gereken bilgi, beceri ve yetkinlikleri konu edilmektedir. Çalışma ile CEO kavramının görev ve sorumluluklarına açıklık getirerek alanyazına tanımlayıcı bir katkı sunmak hedeflenmektedir.

Anahtar Sözcükler: Yönetim, örgüt, yönetici, lider, CEO.

Functions and Resposibilities of The CEO: A Conceptual Framework

ABSTRACT

In parallel with the socioeconomic transformations, there have been transformations in the management styles of the institutions in the historical process. Since the Industrial Revolution, management has been accepted as a branch of science all over the world, especially in Europe and America. Management and manager are essential concepts for social life and business world. However, in parallel with the change in the concept of management, the concept of manager also undergoes a change and the meaning attributed to the concept of manager and expectations differ.

The acronym for the word 'Chief Executive Officer', the CEO is, in the simplest terms, the highest level officer of a company. The CEO, who is of vital importance for the company in terms of their position and responsibilities, has a wide range of authority and responsibility. Like all concepts and phenomena, the concept of CEO also changes and transforms over time. So much so that in today's intensely competitive business environment, the CEO is accepted as a value in brand status and is increasing its sphere of influence day by day. In this context, in terms of the business world, the concept and position of the CEO, the functions and responsibilities associated with the CEO, the knowledge, skills and competencies represented by the CEO is a subject that is talked about and discussed.

This study focuses on the concept of CEO and considers the functions and responsibilities of the CEO from a conceptual perspective. Within the scope of the study, the concept of CEO, the managerial-organizational meaning and importance of the CEO, their duties and responsibilities, the knowledge, skills and competencies they should have are discussed. The aim of the study is to make a descriptive contribution to the literature by clarifying the duties and responsibilities of the concept of CEO.

Key Words: Management, Organization, Manager, Leader, CEO.

Introduction

As the top executive of an organization, the CEO is the primary responsible for the entire operation of the organization. All strategic, managerial, organizational, communicative and competitive decisions and practices of the organization are shaped and executed by the CEO. In this context, it is not possible to imagine a corporate structure without a CEO. Management is not an accidental and spontaneous process. For an effective management, a manager with knowledge, skills and experience is needed.

The CEO is at the top of an organization's managerial-organizational hierarchy and acts as the ultimate custodian of the organization. In this context, the scope of the CEO's field of duty, the breadth of their authority, the scope of the knowledge, skills and competencies they should have are of a nature that has been discussed and researched in the literature. The starting point of this study is to examine the functions and responsibilities of CEOs and to develop a conceptual perspective.

CEO

CEO is one of the most popular concepts of today's society and business world. When considered terminologically, the word CEO is an acronym consisting of the initials of the English word 'chief executive officer'. When considered conceptually, the word CEO can be considered as an umbrella concept that includes all three concepts in the said component.

The Collins Dictionary (2023) defines a CEO as “is the person who has overall responsibility for the management of that company”. Looking at this definition, the responsibilities of the CEO are emphasized. The CEO has many responsibilities at many levels in the organizational hierarchy. The Merriam-Webster Dictionary (2023) defines the CEO as “the executive with the chief decision-making authority in an organization or business”. In this definition, it is emphasized that CEOs are the organizational decision-making authority. The Britannica Dictionary (2023) defines the CEO as “the person who has the most authority in an organization or business”. In the Longman Dictionary (2023), CEO is defined as “the person with the most authority in a large organization” with the same emphasis.

As all these definitions indicate, the CEO identifies with authority. CEOs carry out their duties and responsibilities through their competencies and authorities. Therefore, it is understood that the CEO is expressed in terms of duties, authorities and responsibilities at the concept and application level. In other words, the concept of CEO becomes meaningful within the framework of the duties undertaken, the authorities applied, the responsibilities fulfilled and the achievements. In accordance with this point of view, the duties, responsibilities and authorities of CEOs; is something that needs to be scrutinized.

Roles and Responsibilities of the CEO

As the terminology reveals, the CEO is the key person of an organization. When considered as a duty and a profession, CEO has an increasing popularity all over the world, especially in America. In parallel with globalization and the increase in the efficiency of business life, the CEO has become one of the leading concepts of social life. In this sense, it would not be wrong to consider the CEO as a symbol of the American style of life and business.

CEO of major corporations have often had larger-than-life images in American culture. CEOs regularly grace magazine covers and news headlines. Four times in the last 25 years Time magazine has selected CEOs of US corporations as their ‘Person of the Year’: Ted Turner, Andrew Grove, Jeff Bezos, and Mark Zuckerberg. Prominent advertising campaigns have linked the images of companies with the images of their high-profile CEOs-think Lee Iacocca and Chrysler, or Dave Thomas and Wendy’s. CEOs also author books to share their stories and advice with the world. Andrew Grove of Intel, for example, has written four such books: Only the Paranoid Survive: How to Exploit the Crisis Points That Challenge Every Company; One-

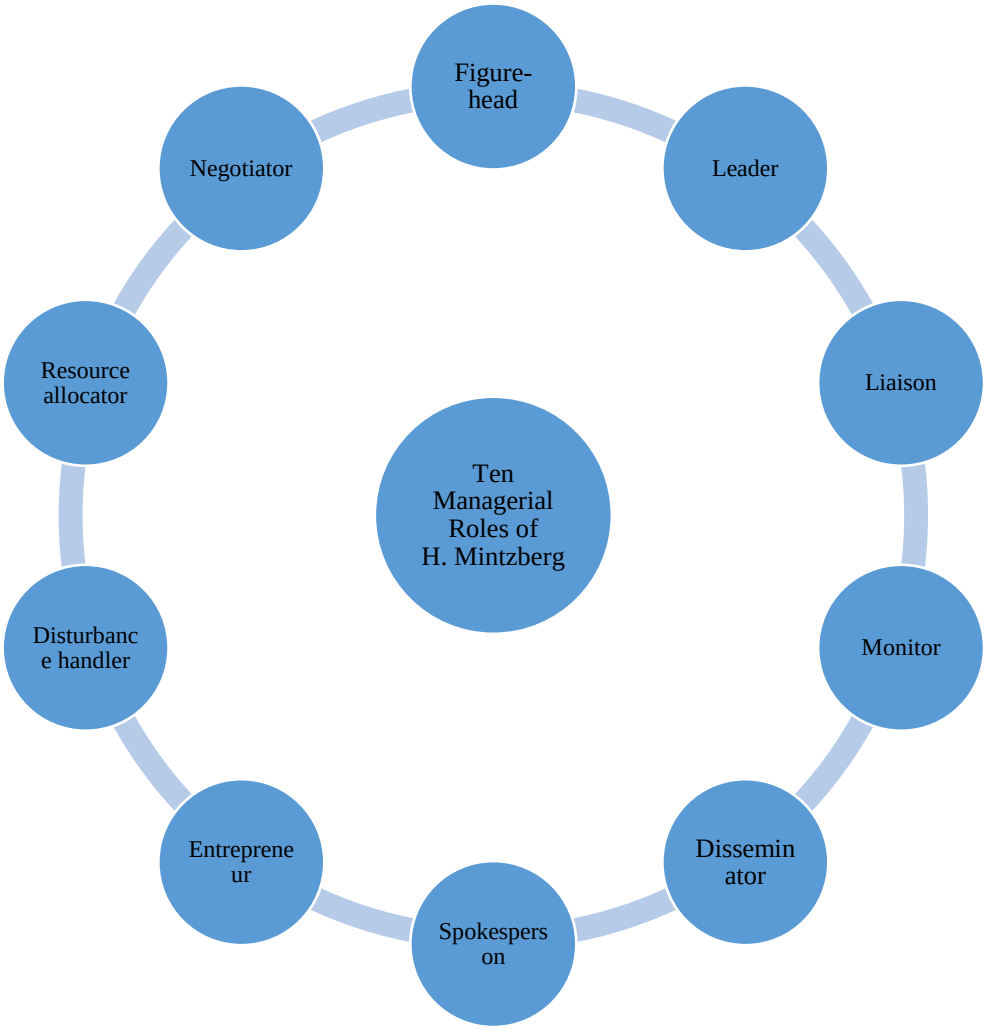
on-One with Andy Grove: How to Manage Your Boss, Yourself, and Your Coworkers; High Output Management; and Swimming Across: A Memoir. They even appear on popular television shows (for example, Bill Gates on Frasier and Lee Iacocca on Miami Vice) and run for major political offices including President of the United States (for example, Ross Perot of Electronic Data Systems and Perot Systems in 1992 and Carly Fiorina of HP in 2016) (Malmendier & Tale, 2012: 37).

The basic approach of organization-oriented knowledge management issues is to improve organizational performance, typically by facilitating the division of work, duties, and responsibilities, as well as coordinating work (Mintzberg, 1992). In this context to describe the work life of a CEO, Mintzberg first identified six characteristics of the job: (1) Managers process large, open-ended workloads under tight time pressure - a manager's job is never done. (2) Managerial activities are relatively short in duration, varied and fragmented and often self-initiated. (3) CEOs prefer action and action driven activities and dislike mail and paperwork. (4). They prefer verbal communication through meetings and phone conversations. (5). They maintain relationships primarily with their subordinates and external parties and at least with their superiors. (6). Their involvement in the execution of the work is limited although they initiate many of the decisions (Kumar, 2015: 12).

The CEO has many duties and responsibilities in an organization, regardless of the sector or size. It would be appropriate to explain the duties and responsibilities of the CEO based on Mintzberg's managerial roles. Studies on managerial roles gained importance with the work of Mintzberg. Mintzberg (1973: 4) points out that it is not possible with current understandings to explain what managers actually do. According to him, what is written about the managers' job is far from evidence and it is necessary to ignore this understanding not only because of the lack of evidence, but also because the researches have proven the opposite of the duties defined for the managers.

According to Mintzberg (1973, 1990), there are ten managerial roles. These roles that can be described as 'Figure-head, 'leader', 'liaison', 'monitor', 'disseminator', 'spokesperson', 'entrepreneur', 'disturbance handler', 'resource allocator', 'negotiator' shared via Figure 1.

Figure 1. Ten Managerial Roles of Mintzberg



Source: Developed by researchers from Mintzberg, 1973 & Mintzberg, 1990.

When the managerial roles are scrutinized in detail, it can be seen that the 'figure-head' role refers to the quality of the manager being watched and taken as an example by their subordinates. This role refers to the manager's representation in social and legal duties. In other words, as an authority figure, the CEO should be aware of their social and legal obligations. Under the figure-head role, the CEO represents the organization at various events. In this context, the role is functionalized as a source of motivation in the process of achieving the goals.

The 'leader' role describes one of the most important roles of a manager. A manager is responsible for taking the lead for the management team and guiding them properly. In this sense, the manager is responsible for the success and failure of all their employees from the bottom to the top of the hierarchy. To put it more clearly, the performances and responsibilities of all managed employees are parallel to the correct performance of the manager's task. In this context, the role of leader refers to the key role of the CEO in positioning the organization and employees on the scale of success and failure.

The 'liaison' role defines the manager's liaison role. Therefore, it includes the human relations and communications of the manager. Within the scope of the liaison role, the manager should establish a network of contacts that will benefit the organization by communicating effectively with both the internal and external environment of the organization. This role includes elements such as delegation and chain of authority, knowledge transfer and links with stakeholders.

The 'monitor' role refers to the manager's duty to monitor and supervise. This role means that the manager not only observes the subordinates, but also follows the developments inside and outside the organization and makes the necessary changes in line with these developments. By performing the role of monitor, the manager obtains the information they need for the organization and by monitoring the sectoral movements. The role of monitor means that the CEO evaluates the current situation in the light of the information they collect and draws a roadmap.

The 'disseminator' role can be defined as the manager getting information from various sources and sharing it with people who may need it. The manager follows the developments inside and outside the organization, shares the information and data obtained as a result of this follow-up with their subordinates and guides them accordingly; covered by this role. In line with the disseminator role, the CEO is responsible for the dissemination of information verbally and in writing, thus eliminating the communication gap and lack of information.

The role of 'spokesperson' means that the manager is the spokesperson for the organization for which they are responsible. Within the scope of this role, the manager informs the relevant people inside and outside the organization about the activities, defends the organization and expresses it on behalf of the organization. The spokesperson role corresponds to the CEO assuming the responsibility to speak on behalf of the organization and positioning the organization well and effectively in front of public groups.

The 'Entrepreneur' role can be defined as the manager's adaptation to and creating change. In this role, the manager develops and implements new ideas or strategies by finding innovative solutions while organizing and executing business processes. Entrepreneur is a role that overlaps with the CEO taking a competitive and innovative attitude.

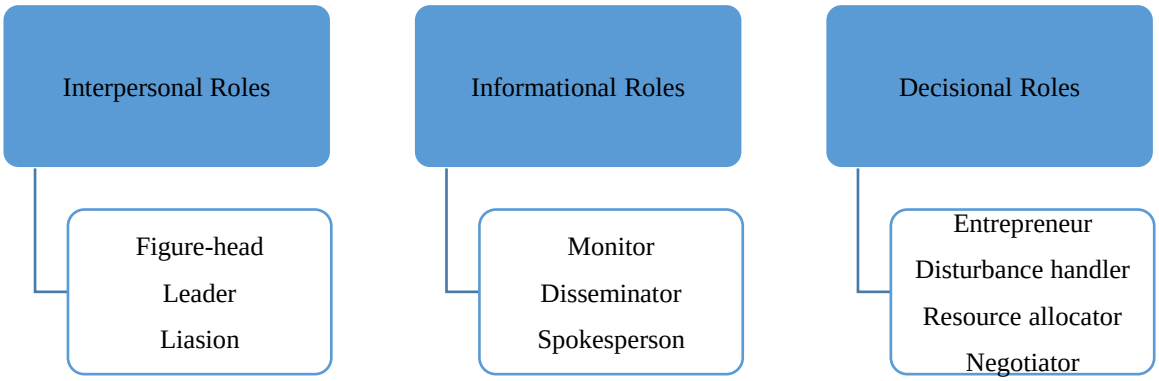
The role of 'disturbance handler' refers to a manager taking a conciliatory attitude in resolving disagreements in the organization. Within the scope of this role, the CEO takes an active position in problem solving processes by using their communication and empathy skills effectively.

The 'resource allocator' role refers to the manager's duties towards the resources that the organization needs. This role means the effective use of limited resources. Within the scope of the resource allocator role, the CEO develops a conscious behavior in terms of allocating, evaluating and associating resources with needs.

The 'negotiator' role emphasizes the negotiating side of the manager. The negotiator role can be defined as the manager's negotiation and reconciliation with the internal and external stakeholders of the organization.

It is also possible to address Mintzberg's management roles through categories. In this context, ten managerial roles can be examined in three categories: 'interpersonal roles', informational roles' and 'decisional roles'. In Figure 2, these managerial role categories are presented.

Figure 2. Managerial Role Categories



Kaynak: Developed by researchers using Mintzberg, 1973; Mintzberg, 1990.

The first category in managerial role categories is interpersonal roles. Interpersonal roles can be considered as 'figure-head' role, 'leader' role and 'liaison' role. The second category in managerial role categories is informative roles. These roles, which have a communicative nature, include the manager's 'monitor', 'disseminator' and 'spokesperson' roles. The third category in managerial role categories is decisional roles. Decisional roles can be explained as 'entrepreneur', 'disturbance handler', 'resource allocator and 'negotiator'.

As can be seen, Mintzberg's managerial classification is quite extensive. This classification is important in terms of determining which roles managers perform and which roles they perform more effectively. The activities carried out in accordance with the managerial roles and their scope are detailed in Table 1.

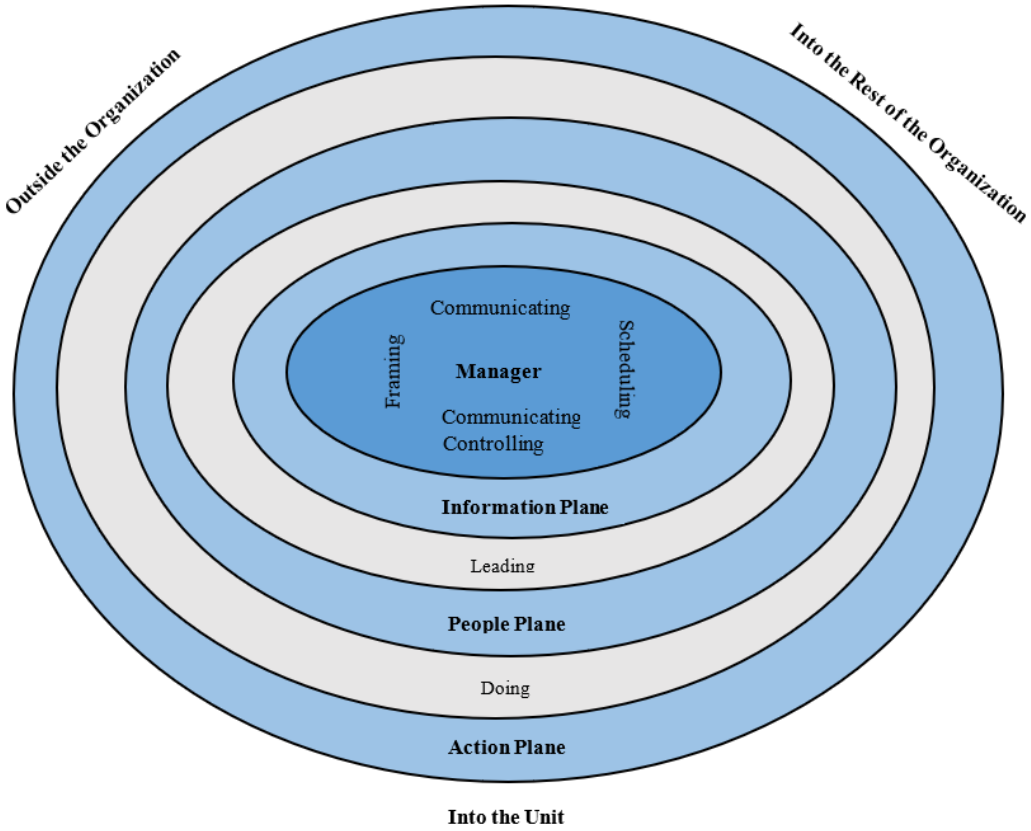
Table 1. Managerial Roles and Activities

	Managerial Roles	Activities
Interpersonal	Figure-head	Welcoming guests/visitors, signing official documents, attending ceremonies, giving receptions, etc.
	Leader	Managing, motivating, developing, mentoring, communicating with subordinates, developing relationships, encouraging subordinates, etc.
	Liaison	Establishing information connections within and outside the organization, reminding employees, having reports prepared and published, informing about the decisions taken, sending e-mails, making phone calls, holding meetings, etc.
Informative	Monitor	Searching and obtaining information, browsing news and magazines in the media, sending and following memos and reports, maintaining employee connections, attending seminars and training, establishing personal contacts, etc.
	Disseminator	Sending information to the members of the organization, sending short notes and reports, making phone calls, establishing business contacts, attending meetings, etc.
	Spokesperson	Transferring information out of the organization with speeches, reports and short notes, making speeches to discuss developing/expanding plans, communicating with outside the organization by attending conferences and meetings, etc.
Decisional	Entrepreneur	Innovation and making plans for the future, developing ideas, initiated projects etc.
	Disturbance handler	Taking the right action during discussions or crises, solving problems among subordinates, adapting to environmental crises, setting strategic direction, etc.

	Resource allocator	Deciding who will use the resources, determining the program, budget and priorities, reviewing and correcting the budget demands, reaching agreement with the workers' unions, representing the organization in union agreements, making decisions and explaining the decisions to the concerned, etc.
	Negotiator	Being involved in processes and solving problems on the basis of team, department or organization, etc.

Source: Tabulated by researchers from Rüzgar & Kurt, 2013, Şeker, 2014.

Figure 3. The Model of Managing



Source: Mintzberg, 2009a.

In the management model in Figure 3, the manager is in the center. The manager is surrounded by the unit they manage. In addition, it includes the rest of the organization and the outside world associated with them. The figure has three basic planes. These are the information plane, the people plane, and the action plane. The manager in the center has two main duties. These are: framing and scheduling work on management actions. In this context, framing is defined as the way the manager approaches their work. There are different aspects of management such as decision making, strategy development, focusing on specific issues. Scheduling includes the manager's time management and work planning process (Nguyen, 2011).

Today's business environment is different from the past, although it is based on the past. Experienced changes and developments ensure that the roles and duties of CEOs also change and diversify. In today's environment, the roles of CEOs are evolving. CEOs are leaders who function successfully not only within their own organization but also in the external environment in which the organization operates. For this, CEOs must have characteristics that

match the dynamics of the internal workings of the organization as well as the dynamics of the external environment and external stakeholders. Also, since the external environment of the organization is constantly changing, the qualifications of CEOs should be geared towards meeting this requirement so that the organization can work efficiently in the ever-changing environment (Sarna, 2022).

In the current conditions, the CEO is responsible for performing many roles within and outside the organization in terms of their duties and responsibilities. CEO's managerial duties, roles and role categories as seen in Table 2, is possible to detail as 'informational roles', 'interpersonal roles', 'decisional roles', 'operational roles', 'strategic roles', 'diplomatic roles', and 'brand roles'.

Table 2. Managerial Roles and Role Categories of the CEO

Informational Roles	Interpersonal Roles	Decisional Roles	Operational Roles	Strategic Roles	Diplomatic Roles	Brand Roles
- Monitor - Disseminator - Spokesperson - Commander	- Leader - Motivator - Director - Coach - Team leader	- Entrepreneur - Employer - Resource allocator - Disturbance handler - Conflict handler - Taskmaster -Negotiator - Problem solver - Consultant	- Organizer - Analyzer - Operator - Technical expert	- Coordinator - Innovator - Planner - Strategist - Tactician - Visioner - Change Agent - Transformer	- Link / Statesperson - Figure-head - Liasion	- Brand spokesperson - Brand ambassador - CEO brand - Social responsibility

Kaynak: Tabulated by researchers from Mintzberg, 1973; Minztberg, 1990; Gürel, et al, 2022; Gürel, et al, 2003.

Informational roles are shaped in line with the CEO's notion of informing. In this context, it is possible to talk about role categories such as 'monitor', 'disseminator', 'spokesperson' and 'commander'.

Interpersonal roles represent the CEO's authority and responsibility in the communication process between people. Categories related to these roles can be detailed as 'leader', 'motivator', 'director', 'coach' and 'team leader'.

Decisional roles refer to the CEO's authority, duty, and responsibility for decision-making. Decisional role categories can be summarized as 'entrepreneur', 'employer', 'resource allocator', 'disturbance handler', 'conflict handler', 'taskmaster', 'negotiator', 'problem solver' and 'consultant'.

Operational roles represent the CEO's practical authority, duty and responsibility. Operational role categories can be described as 'organizer', 'analyzer', 'operator' and 'technical expert'.

Strategic roles express the CEO's authority, duty and responsibility for strategy development and implementation. It is possible to talk about strategic role categories such as 'coordinator', 'innovator', 'planner', 'strategist', 'tactician', 'visioner', 'change agent' and 'transformer'.

Diplomatic roles refer to the CEO's authority, duty and responsibility associated with diplomacy. Diplomatic role categories can be detailed as 'link/statesperson', 'figure-head' and 'liasion'.

Brand roles refer to the CEO's role, authority and responsibility associated with the organization's product and service brand and corporate brand. CEO within the scope of brand-based roles can act as a 'brand spokesperson' and 'brand ambassador', can be positioned as a

'CEO brand', and contribute to social responsibility projects on an individual and organizational level. Brand roles and role categories can be considered as relatively new duties and responsibilities in the literature (Gürel et al., 2002; Gürel et al., 2023).

Conclusion

It is essential that organizations are structured in line with strategic goals (Mintzberg, 2007). CEOs, who are the highest point of an organization, have duties, powers and responsibilities in many areas. The CEO, who has many duties in the organizational structure dynamics, is given authority and responsibilities. In this context, CEOs are expected to fulfill many managerial and operational responsibilities. According to the model of managing by Mintzberg, there are important qualities that managers should have. At the beginning of these are the skills in knowledge, people and action. With these characteristics, CEOs add value to their institutions by demonstrating their management skills, creating teams, motivating people and contributing to the development of organizational culture.

The CEO, who is the top manager of an institution, represents people who are equipped with the knowledge, skills and competencies that enable them to fulfill their duties, authorities and responsibilities. In this context, CEOs can be noted as a vitally needed position in all institutionalized organizations.

CEOs are in a multitasking structure by incorporating many roles. In this context, the CEO needs to be successful in multiple areas and integrate many features within theirselves. In this context, CEOs are expected to be able to adapt to the requirements of the innovative, dynamic and modern world.

In this context, it is possible to state that CEOs are well-known people and brands. As a personal brand, CEOs have a role to make themselves and the organizations they manage known, visible and preferable within the framework of their powers, duties and responsibilities. In realizing these roles, it is important to fulfill the missions imposed on CEOs.

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Bir Tekno-Kültür Aracı Olan Drone Kameraların Haberde Kullanımı: NTV Örneği

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ÖZET

Teknolojik dönüşümün yaratmış olduğu ortamdan kültürel ürünler de etkilenerek dönüşüme uğramaktadır. Bu dönüşümün sonucunda ortaya çıkan tekno-kültür kavramı da teknolojinin kullanımının beraberinde kendini gösteren ürünleri ve bu ürünlere dair kullanım becerilerini açıklamaktadır. Bir tekno-kültür ürünü olarak ele alınması mümkün olan drone kameralar ise haberciliğe yeni bir soluk getirerek farklı tekniklerin haber üzerinde uygulanabilmesinin önünü açmaktadır. Drone habercilik, drone kameraların haberin toplanması aşamasında kullanılması ile kendini göstermekte ve bilinen anlamda haber kameralarının aksine kaydettiği görüntülerle habere dair farklı yorumlamaların yapılabilmesinin önünü açmaktadır. Sözü edilen faydalarına karşın bu kameraların günümüz habercilik faaliyetlerinde çok geniş şekilde yer tutmadığı görülmektedir. Çalışmada bu kapsamda drone kamera görüntülerini hem başka haber kaynaklarından temin ederek yayınlaması hem de "*NTV Drone Kamerası'nda*" başlığıyla kendi drone çekimlerini paylaşması sebebiyle NTV kanalında yayınlanan haberler ele alınarak incelenmeye tabi tutulmuştur. 1 Ocak 2023 – 1 Mart 2023 tarihleri arasında kanalın yayınlamış olduğu drone haber görüntüleri içerik analizi yöntemiyle analiz edilmiştir. Araştırma sonucunda drone kameraların ağırlıklı olarak deprem ve sel gibi doğal afet durumlarında daha fazla kullanıldığı ve klasik haber kameralarına kıyasla insan elinin erişemeyeceği yüksekliğe çıkarak görülmeyen farklı noktaları izleyicilere aktardığı saptanmıştır.

Anahtar Kelimeler: Drone Habercilik, Tekno-Kültür, Gazetecilik

The Use of Drone Cameras as a Techno-Cultural Tool in the News: The Example of NTV

ABSTRACT

Cultural products are also affected and transformed by the environment created by technological change. The concept of techno-culture, a result of this transformation, is also an explanation of the products created with the use of technology and the skills of use of these products. Drone cameras, which can be considered as a techno-culture product, bring a new breath to journalism and pave the way for different techniques to be applied on news. Drone journalism manifests itself in the use of drone cameras in news gathering, paving the way for different interpretations of the news with the images it captures, unlike cameras in the familiar sense. Despite these advantages, it can be seen that these cameras do not have a large place in today's journalistic activities. In this context, NTV was examined in this study because it both broadcasts drone camera footage from other news sources and shares its own drone footage under the title NTV Drone Camera. Between 1 January 2023 and 1 March 2023, the drone news images broadcast by the channel were analysed using a content analysis method. It was found that drone cameras are more likely to be used during natural disasters such as earthquakes and floods, and that they reach heights beyond the reach of human hands and transmit different invisible points to the audience compared to traditional news cameras.

Keywords: Drone Journalism, Techno-Culture, Journalism

GİRİŞ

Kültür, toplumdan topluma değişmekte olan öğretiler bütünü olarak ele alınabilmektedir. Toplumsal değişimin temel noktası içerisinde yer alan kültür, kayda değer derecede belirleyici olmaktadır. Kültürün durağan bir yapıda olmayışı, sürekli olarak kendini yenilemesine ve bağlı olduğu dönemin şartlarına göre biçim değiştirmesine sebep olmuştur. Bu doğrultuda kültüre birçok eklemlemeler yapılmış ve farklı açılardan incelenmesi mümkün olmuştur. Teknolojinin getirdiği dönüşüm de bu doğrultuda kültür üzerinde belirleyici olmuş ve tekno-kültür adı verilen yeni bir tür kültürün ortaya çıkışı gözlemlenmiştir. Tekno-kültür, kültürün teknoloji ile olan etkileşimi sonucunda kendini göstermiştir. Bu kültür, teknolojinin ortaya koyduğu cihazlarla değişen kullanım pratiklerini ve bu kullanım sonucunda değişen toplumsal ortamı anlatmaktadır. Teknolojiye bağlı olarak ortaya çıkan ürünler de tekno kültürün birer öğesi olarak değerlendirilmekte ve kültürel çerçevede incelenebilmektedir. Drone kameralar da teknolojinin ortaya koyduğu bir ürün olarak tekno-kültür aracı olarak değerlendirilebilmektedir.

Drone kameralar birçok alanda kullanılmakta ve insan gözünden farklı deneyimler sunmaktadır. Sözü edilen kameraların sahip olduğu görüş açısı, bilinen kameralardan farklı olarak işlemekte ve incelenen konuların daha geniş bir perspektiften ele alınmasını sağlamaktadır. Drone kameraların bununla birlikte insanın girmesinin yasak ya da tehlikeli görüldüğü yerlere de girmesi, bu kameraların birtakım alanlarda daha fazla yoğunlaşmış şekilde kullanımını getirmektedir. Bu alanlardan biri olan gazetecilikte, drone kamera görüntüleri kullanılmakta ve bu sayede farklı birçok konu haberleştirilme imkanı bulmaktadır.

Gazetecilikte drone kamera görüntülerine başvurulması, birçok farklı sebepten kaynaklı olabilmektedir. Ekonomik olarak daha uygun oluşu ve kolay taşınabilirliği sebebiyle bu kameralar maddi açıdan avantajlı olarak değerlendirilmektedir. Drone kameraların maddi avantajlarının yanı sıra haber görüntüsüne olan katkısı da bu kameraların kullanımı için haber merkezlerinde bir neden oluşturmaktadır. Drone haberlerin konusunun çok çeşitli olması, farklı haber deneyimlerinin de oluşmasını hem izleyici açısından hem de drone kullanan haber merkezi tarafından sağlamaktadır. Drone kullanımının kameramanlar tarafından yapılmaması gerekliliği, bu alanda uzmanlaşmış kişilerin de haber merkezlerinde istihdam edilmesini sağlamış ya da kameramanların yeni yetkinlikler kazanması için bir araç olmuştur.

Çalışma kapsamında incelenen NTV televizyon kanalı, farklı konularda drone haber görüntülerini kaydetmektedir. Kaydedilen drone görüntüleri, kanalın yayınlamış olduğu haberler içerisinde az bir yüzdeye sahip olsa dahi izleyiciler tarafından yüksek beğeni ve yorum sayılarıyla dönüşler alınmaktadır. Araştırmada elde edilen bulgular, özellikle doğal afet zamanlarında drone kameralara yönelik ihtiyacın artış gösterdiğini işaret etmiştir. Bu duruma örnek olarak Şubat ayında Türkiye'de Kahramanmaraş merkezli olarak gerçekleşen depremde ve sonrasında deprem bölgelerinde meydana gelen sel felaketinde kaydedilen görüntüler örnek olarak verilebilmektedir. Televizyon kanalının kendi drone kamerasını kullanması da drone haberlerde dışarıya bağlı kalmayıp kendi içeriklerini üretebilme ve izleyicilerle farklı tür haberleri paylaşabilme imkanı vermektedir. Bu doğrultuda drone haberlerin oluşumu esnasında hem birçok konu üzerinden haber oluşumunun gerçekleştiği hem de bu esnada farklı kaynaklara başvurulduğu görülmektedir.

TEKNO-KÜLTÜR ARACI OLARAK DRONE

En temel anlamıyla kültür, toplumların bir arada bulunmaları neticesinde ortaya çıkan ve o topluma özgü öğelerdir. Kültürün birçok öğesinin bulunması, birçok açıdan incelenebilmesinin önünü açmaktadır. Güvenç (1979: 95) kültürü aşağıdaki maddeler ile açıklamıştır:

(1) Kültür, bir toplumun ya da bütün toplumların birikimli uygarlığıdır.
(2) Kültür, belli bir toplumun kendisidir.
(3) Kültür, bir dizi sosyal süreçlerin bileşkesidir.
(4) Kültür, bir insan ve toplum teorisidir.

Clifford Geertz ise kültürün insanların iletişim kurma, sürdürme ve hayata karşı tutumlar hakkındaki bilgilerini geliştirme araçları olduğunu belirtmiştir (akt. Trompenaars ve Hampden-Turner, 1997: 24). Topluma ayna tutan ve toplumsal öğeleri yansıtan kültür, toplumsal değişim ve dönüşümün sonuçlarından da etkilenerek güncel olan tutumları açıklama eğilimindedir. Kültürün sahip olduğu çok çeşitli yapı, kavramın tanımının yapılması noktasında çok sayıda düşüncenin ortaya çıkmasını getirmiştir. Bireylerin ve toplumun zaman geçtikçe farklılık gösteren yapısının beraberinde kültür de farklılık göstermiş ve kendi içerisinde birtakım yollara ayrılmıştır.
Toplumsal değişimler üzerinde belirleyici bir etkisi olan ve giderek daha fazla alan içerisinde kendine yer bulan teknoloji olgusu, kültür üzerinde de benzer şekilde bir etki yaratmıştır. Bireylerin yaşamlarını kolaylaştırmak adına bir şeyler elde etmek, üretmek anlamlarına gelen teknik kavramı ile bilginin toplumsal bir anlam kazandığı teknoloji kavramı burada önem kazanmaktadır. Teknoloji, ortaya koyduğu birçok ürünün neticesinde toplumsal hayatı kolaylaştırmayı amaçlamaktadır. Teknolojinin kültürel öğeler içerisinde kendini giderek daha fazla göstermesinin neticesinde ise tekno – kültür adı verilen bir kavram kendini göstermiştir. Tekno-kültür kavramı, yeni medya teknolojilerinden bağımsız düşünülemeyen ve değişimini sürdüren kültürel bir iklime işaret etmektedir (Seylan & Güney, 2016: 97). Teknolojinin ortaya koymuş olduğu cihazların toplumdaki kullanım pratiklerini değiştirmesi ve toplumsal dönüşümü sağlamasının beraberinde toplumu tanımlayan öğelerden biri olan kültür de teknolojik bir hal almıştır.
Cooper, tekno-kültür kavramının tarihçesini Heidegger, Benjamin ve İtalyan Futurizmi'ne kadar götürürken Ross, 1939 New York Dünya Fuarı ve General Motors'un yeniden yapılanmış olan kenti otomobil endüstrisine göre tasarlama niyetine kadar götürmektedir (Akşit, 2011: 2). Geneli itibariyle teknokültür, teknolojinin ilerleme gösteren yapısına vurgu yapmaktadır. Teknolojinin kendini geliştirmesi ve çok yönlü bir şekilde ilerleme kaydetmesinin beraberinde toplumun her alanında kendisini göstermiş ve toplumsal birçok konuda etki sahibi olmuştur. Teknolojinin dünya üzerindeki her ülkede dengeli bir şekilde dağılım göstermediği ve bu yönüyle dijital uçuruma sebep olduğu düşünüldüğünde tekno-kültürün de kültürün temelinde yer alan farklılık olgusu gibi bir olguya sahip olduğu görülmektedir. Castells (2008: 6), teknolojinin toplumu temsil ettiğini ve toplumun teknoloji olmadan anlaşılmasının zor olduğunu belirtmekte, bu yönüyle de tekno-kültür kavramına da bir açıklık getirmektedir. Toplum – teknoloji – kültür üçgeninde gerçekleşen ilişki sonucunda ortaya çıkan tekno-kültür kavramı teknolojinin geldiği noktada gücünü gösterir niteliktedir. Tekno – kültür araçları ise teknolojinin gelişimi ile kendini gösteren ve toplum üzerinde bir etki yaratan araçlar olmaktadır. Yeni medya aracı olarak tanımlanan araçlar aynı zamanda tekno – kültür aracı olarak da değerlendirilebilmektedir. Drone kameralar da teknolojinin gelişiminin beraberinde ortaya çıkan ve toplumun üzerinde etki yaratan bir araç olarak tekno – kültür içerisinde değerlendirilebilmektedir.
Drone kameraların kullanımı, günümüz teknolojisinin sunmuş olduğu alt yapılar ışığında sıklıkla kendini göstermektedir. Sözü edilen kameraların kullanıldığı ilk yıllar ise uzun bir geçmişe sahiptir. Uçak (2020: 67), drone kullanımının ilk olarak 1800'lü yıllarda ortaya çıktığının varsayıldığını belirtmiştir. Birinci Dünya Savaşı yılları ise drone kameralar, ağırlıklı

olarak gözetimi sağlamaya olanak tanıyan bir araç olarak tasarlanılarak geliştirilmiştir. Benzer amaçlarla İkinci Dünya Savaşı'nda da kendini gösteren bu hava araçları, ABD ve SSCB arasında bir istihbarat aracını dönüşmüştür. Japonya ise İkinci Dünya Savaşı sırasında bomba taşıyan drone'ları faaliyete geçirmiştir (Garamone'den akt. Budak, 2019: 121). Bu noktadan itibaren drone kameralar daha fazla yaygınlaşmış ve ilk kullanıldığı döneme kıyasla daha çeşitli amaçlar için hizmet vermeye başlamıştır.

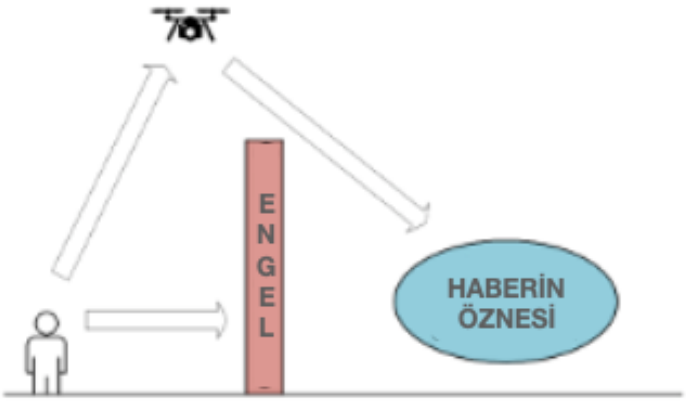
DRONE GAZETECİLİĞİ

Drone gazeteciliği, drone adı verilen kameralar aracılığıyla gazetecilik faaliyetlerinin gerçekleştirilmesi sonucunda ortaya çıkmaktadır. İngilizce sözlüklerde "erkek arı" ya da "vızıltı" anlamına gelen drone kelimesinin Türkçe kullanımı farklılık göstermektedir. Drone kelimesinin Türkçe'de kullanımı için Türk Dil Kurumu (TDK) tarafından "uçangöz" kelimesi önerilmiş, BBC ise drone'un yanı sıra 'uçan kameralar' veya 'robot' kelimesini kullanmıştır (Şahin, 2018: 185). Bu kavramın ayriyeten günümüzde insansız hava aracı ya da uzaktan kumandalı hava aracı olarak da tanımlanabilmesi mümkün olmaktadır. Drone terimi, dünyayı gözlemlemede ve onunla etkileşimde benzeri görülmemiş bir özgürlüğe izin veren sensörlerle uçuşları birleştiren bir robot olan insansız hava aracı olarak bilinmektedir (Ferdinandez'den akt. Patabandige, 2019: 229). Bir kişi ya da kuruluş tarafından kontrol edilebilen bu araçlar, askeri amaçla kullanıldığı gibi çeşitli spor müsabakalarında, doğal afet durumlarında, habere konu olan olaylarda ya da hobi amacıyla da kullanılabilmektedir. Kavaklı (2018: 161), günümüzde erişilebilirlik ve kulanım konusunda daha kolay bir hale gelen drone kameraların güvenlik, keşif, gözetim, teslimat, ulaşım, yardım amaçlı kullanımlarının bulunduğunu belirtmiştir. Drone kameraların üretiminde yaşanan değişimler, sözü edilen araçların giderek daha fazla amaç için kullanılmasının da ayrıca önünü açmaktadır.

Drone kameraların bilinen anlamda kameralardan farkının anlaşılmasının beraberinde habercilikte kullanılması söz konusu olmuştur. Drone'lar, haber içeriğindeki artırılmış gerçeklik, sanal gerçeklik ve karma gerçeklik (artırılmış gerçeklik ve sanal gerçekliğin bir birleşimidir) uygulamalarının geliştirilmesi dahil olmak üzere, sürükleyici haber içeriği üretiminin geliştirilmesinde giderek daha merkezi bir rol oynamaktadır (Pavlik, 2020: 137). Drone kameraların ilk olarak savaş yıllarında kullanılması bu kameraların daha çok ilgili alanlarda örneklerinin verildiğini düşündürse de gazetecilik alanında kullanılan drone kameralar bu pratiklerden farklı ilerlemektedir. Gazetecilik dronları ise tam tersine, silahlar veya bombalarla donatılmamış, ancak daha önce bilinmeyen açılardan alanların, insanların ve eylemlerin hava fotoğraflarını ve videolarını çekmeyi amaçlayan yüksek çözünürlüklü kameralar ve sensörlerle donatılmıştır (Gynnild, 2014: 337). Bu noktada drone haberciliğinin drone kameraların geliştirilmiş teknolojilerle olan ilişkisinin bir sonucu olduğu söylenebilmektedir.

Drone kameraların muhabirlerin ya da kameramanların ulaşamadığı yerlere girmesi ve haber toplama yöntemlerini genişleterek yeni tür haberler ortaya koymasının beraberinde drone gazeteciliği adı verilen bir gazetecilik kendini göstermiştir. Drone gazeteciliği, haber toplamada genellikle drone olarak adlandırılan insansız hava araçlarının (İHA'lar) kullanılmasından oluşmaktadır (Pérez-Seijo & Vicente, 2022: 46). Drone Gazeteciliği Laboratuvarı'nın kurucusu Nebraska Üniversitesi'nden Matt Waite ise benzer şekilde drone'u "gazetecilikte fotoğraf, video ve veri toplamak için küçük bir insansız hava aracı" olarak tanımlamaktadır (Whitaker'den akt. Budak, 2019: 121). Drone kameraların gazetecilikte kullanımı bilinen anlamda bir kamera kullanımından belirgin şekilde ayrılmaktadır. Bilinen kamera açısından farklı yakaladığı görüntülerle drone kameraları, haber toplamak amacıyla

birçok farklı haber merkezi tarafından kullanılmaktadır. Drone kameraların gazetecinin görüşüne olan etkisi aşağıdaki şekilde görselleştirilmiştir:



Figür 1: Bir Drone'un Gazetecilik Vizyonunu Genişletme Yeteneği
(Heaton vd., 2018)

Dünya çapında birçok haber merkezi farklı amaçlar doğrultusunda drone kullanımına yönelmiştir. Protestolar, sel, yangınlar, savaş ve su altı operasyonları gibi haber olayları, muhabirlerin kullanımına sunulan insansız hava araçlarıyla olağanüstü şekillerde ele alınabilecek olayların yalnızca küçük bir parçasını temsil etmektedir (Gynnild & Uskali, 2018: 1). Drone kameralar her ne kadar birçok alanda uzun süredir gelişim gösteriyor olsa da drone gazeteciliğinin kullanımı 2000'li yılların başına dayanmaktadır. Goldberg (2018: 36), drone gazeteciliği kavramının ilk olarak 2002 yılında The Poyn ter Institute for Media Studies'de insansız hava araçlarının raporlama ve araştırma için etik ve pratik kullanımlarına bakan Larry Larsen tarafından keşfedildiğini açıklamıştır. Türkiye'de gazetecilikte drone kullanımıyla ilgili ilk görüntüleri DHA paylaşmıştır. Günümüzde gelinen noktada ise birçok haber ajansı ve gazete haberlerinde drone kameralar aracılığıyla çekilmiş görüntülere yer vermektedir.
Drone kameraların habercilikte kullanımı olumlu ve olumsuz birçok durumu bir arada barındırmaktadır. Drone görüntülerinin gazetecilik açısından önemini anlamak için, öncelikle drone gazeteciliğinin, dünyadaki olay ve durumların yetkili açıklamalarını sağlamak olan gazeteciliğin normatif rolüne nasıl yardımcı olduğunu belirlemek gerekir (Barnhurst & Nerone'den akt. Hamilton, 2020: 65). Özellikle doğal afetlerin yaşandığı bölgelerde girilmesi güç olan bölgelere herhangi bir zorlama olmadan girebilen bu cihazlar, gazetecilik pratiklerini iyileştirmekte ve daha kesintisiz bir haber anlayışını sunmaktadır.

Kavaklı (2018: 163 – 165), drone'ların gazetecilik alanına sunmuş olduğu olanakları dört temel düzeyde açıklamıştır:
1. Haber toplamaya dair pratikleri kolaylaştırarak güçlendirmesi,
2. Haberin içeriğinin güçlenmesine ve haberin anlatımına dair avantaj sunması,
3. Alternatif medyaya ve gazetecilik pratiklerine yeni kanallar sunması,
4. Ekonomik oluşu.

Gynnild (2014: 338) ise drone teknolojilerinin göreceli avantajını üç başlık altında toplamıştır:
1. İş modellerini iyileştirmesi,
2. Gazetecilik çalışma koşullarının iyileştirilmesi,

3. Bir ürün olarak gazeteciliğin kalitesinin iyileştirilmesi.

Drone kameralarının boyutunun oldukça küçük oluşu sayesinde muhabir ya da kameramanların girmesinin zor olduğu ya da tehlike barındırdığı noktalara kolaylıkla ulaşabilmesi ve 2-5 metre arasında bir yakınlaştırma yapmaya imkan sunması bu teknolojileri var olan diğer kameralardan ayırmaktadır. Özellikle çok kısa sürede hızlı bir şekilde yukarı çıkabilmesi, herhangi bir tehlike anında en az miktarda zararın oluşumunu getirmektedir. Bu özellikleri neticesinde drone kameralara sel, deprem, tsunami, yangın, heyelan gibi doğa olaylarında sıklıkla başvurulduğu görülmektedir.

Drone kameralar sunmuş oldukları bakış açısı, görsel haber anlatımını da zenginleştirmiştir. Farklı bakış açılarını sunması ve bu bakış açılarının medya şirketine daha az maliyetli oluşu bu teknolojinin kullanımının artışını getirmektedir. Kolay taşınabilen, herkes tarafından ulaşılabilen ve satın alınabilen drone'ların üretilmesi ile birlikte gazetecilik alanında drone'ların kullanılması yükselişe geçmiştir (Fernández Barrero, 2018: 40). Drone'lar sahip oldukları bu avantajlarıyla birlikte tehlikeli ortamlarda haberlerin toplanma sürecine de etki etmektedir. Bu sayede gazetecilerin volkanik patlamalar, savaşın yıktığı köyler ve doğal afetler gibi haber olaylarının görüntülerini çekmesini sağlanmaktadır (Okocha vd. 2021: 3). Drone kameraların uçak ya da helikopter desteği olmaksızın kullanılabiliyor oluşu da benzer şekilde haber merkezlerine minimum risk ile profesyonel çekim yapabilme imkanını sunmaktadır.

Sahip olduğu avantajlara karşın drone kamera kullanımının beraberinde getirmiş olduğu birtakım riskli durumlar da kendini göstermektedir. Özellikle kalabalık bölgelerde dron kullanmanın dezavantajı, tepeden bakmak için gönderildikleri vatandaşların üzerine düşebilmeleridir (Jarvis, 2014: 9). Drone kameraların oldukça küçük oluşu sebebiyle kişiye özel alanlara da girebilmesi, özel hayatın gizliliğine dair soru işaretlerini de ortaya çıkarmıştır. Bu durum birçok ülkede drone kameraların belirli kısıtlamalara tabi tutulmasını gerektirmektedir. Örneğin Finlandiya mevzuatı, ev içi binalarda veya mesken kullanımına yönelik binalarda herhangi birinin teknik bir cihaz yardımıyla izlenmesini veya izlenmesini yasaklamaktadır (Lauk vd. 2016: 119). Bu sebeple drone kameralar her ne kadar büyük avantajlar sunmuş olsa da bu avantajların kişi haklarını tehlikeye atmayacak şekilde kullanılması gerekli görülmektedir.

Sunmuş olduğu avantajlar ve ortaya çıkması muhtemel olan riskler beraber değerlendirildiğinde bu tür bir gazeteciliğin etik açıdan da değerlendirilmesinin yapılması gerekli görülmektedir. Kimi ülkeler, drone kullanımını hukuki açıdan birtakım kurallara da bağlamıştır. Drone gazeteciliğinde güvenlik gereklilikleri (aynı zamanda bir hobi olarak drone uçuşu) evrenseldir. Dronlar nispeten kısa ömürlü pillere güvendiğinden, drone bir kalabalığın üzerinde uçarsa ve pil biterse yaralanma riski bulunmakta olduğundan, mevcut düzenlemelerin çoğu toplu toplantılar, sokak gösterileri veya spor etkinliklerini kaydetmek için dronların kullanılmasını yasaklamaktadır (Lauk vd. 2016: 120).

Drone kullanımını kimin gerçekleştireceği konusu ise birtakım kurallar çerçevesinde işleyiş sağlamaktadır. Ağırlığı 500 gram ve üstü olan drone kameraları satan, alan, üreten, ithal eden ve uçuran herkesin Sivil Havacılık Genel Müdürlüğü sistemi üzerinden kayıt işlemi yapmaları zorunlu tutulmuştur (Uçak, 2020: 70). Bununla birlikte ağırlığı 500 gram üzeri olan cihazların da eğitim gerekliliklerini tamamlamaları zorunlu tutulmaktadır.

ABD'de bulunan Profesyonel Gazeteciler Birliği Etik Komitesi başkanlığı, drone kullanan haber merkezlerinin kendi iç etik kurallarını belirleyerek hangi durumlarda drone kullanımının gerçekleştirileceğinin kurallara bağlanmasını belirtmiştir (Kavaklı, 2018: 166). Drone kullanımı sırasında bu noktada bilinen gazetecilik etik kurallarına benzer şekilde kamu yararı, doğru ve güvenilir haber verme prensiplerinin benimsenmiş olması beklenmektedir.

Türkiye'de de benzer şekilde izinsiz drone kullanımı her ne sebeple olsun yasaklanmakta ve drone kullanımlarının kayıt altına alınması beklenmektedir.
Drone kameraların kullanımı standart bir kamera / video kullanımının dışında olmaktadır. Özellikle haber alanında drone kullanımı için çeşitli eğitimlerin alınması zorunlu tutulmaktadır. Bu tür eğitimler kişilerin bireysel olarak sertifika programları aracılığıyla alınabiliyorken aynı zamanda iletişim fakültelerinde ders olarak da verilmeye başlanmıştır. Örneğin Drone gazeteciliği için Nebraska Üniversitesi'nde Profesör Matt Waite tarafından bir drone gazeteciliği laboratuvarı da kurmuştur. Burada, drone gazeteciliği için gerekli eğitim ve kurslar verilmekte ve drone haberciliği üzerine araştırmalar yapılmaktadır (Budak, 2019: 122). Benzer şekilde farklı ülkelerdeki üniversitelerde de drone eğitimlerinin verildiği görülmektedir. ABD'de bulunan birkaç gazetecilik okulu drone gazeteciliği adı altında bölümler oluşturmuştur. Bununla birlikte Nebraska-Lincoln Üniversitesi, Kasım 2011 tarihinde gazeteciliği daha fazla dijital ve yenilikçi bir hale getirmeyi amaçlayan Drone Gazetecilik Laboratuvarı'nı kurmuştur (Uçak, 2020: 71). Türkiye'de ise drone gazetecilik dersleri iletişim fakültesi müfredatlarında henüz yeni yer almaya başlamış ve bu alandaki dersler ağırlıklı olarak seçmeli olarak okutulmaktadır.

Araştırma

Araştırmanın Amacı ve Yöntemi

Bu araştırma, drone haberciliğin günümüzde ne şekilde kullanıldığını ölçmeyi amaçlamıştır. Günümüzde drone habercilik hem basın organlarının ajanslardan servis aldığı görüntüler üzerinden ilerlemekte hem de kendilerinin drone kameralarıyla çektiği görüntülerden oluşmaktadır. Bu kapsamda drone haberciliğin kendini göstermesi iki başlık altında değerlendirilebilmektedir. Drone haberciliğe dair gerçekleştirilen araştırmada aşağıdaki sorulara cevap aranmıştır:

1. Drone haberciliğin aylara göre dağılımı nasıl ilerlemektedir?
2. Haber kanallarının drone haber videolarına karşılık aldığı beğeni/yorum oranları ne şekilde olmaktadır?
3. Drone haber kaynakları nasıl bir dağılım izlemektedir?
4. Drone haberler ağırlıklı olarak hangi konularda verilmektedir?
5. Drone haberlere konu olan bölgeler nasıl farklılaşmaktadır?

Çalışmanın sorularına yanıt vermesi açısından NTV kanalının YouTube hesabına yüklediği haberler incelenmiştir. Haberlerin incelenmesi esnasında çalışmanın sorularına yanıt vermesi önemli görülmüş ve bu şekilde bir inceleme gerçekleştirilmiştir. Araştırmada içerik analizi yöntemi kullanılmıştır. Çalışma kapsamında drone haberlerin incelenmesi için nicel içerik analizine başvurulmuştur. İçerik analizi, iletişim içeriğini kategorize edip sonrasında ilgili kategoriler arasında kendini gösteren ilişkiselliği sistematize bir şekilde tanımlayan bir yöntemdir (Riffe, Lacy ve Fico, 2005: 3). İçerik analizi sonucunda elde edilen bilgiler, araştırmanın hedeflediği amaca ve yanıt aramak istediği sorulara yönelik derlenerek tablolaştırılmıştır.

Araştırmanın Evren ve Örneklemi

Araştırmada drone haberlerin kaynaklarının dağılımının ne şekilde incelendiğine yönelik oluşturulan soruya yanıt vermesi açısından örneklemin hem kendi drone kamerasıyla haber çekimi yapmış olması hem de ajanslardan gelen drone görüntülerini paylaşmış olması önemli görülmüştür. Buna ek olarak, araştırma YouTube üzerinden yüklenen videolara dair bir analizi

içereceğinden dolayı örneklemin YouTube hesabının olması gerekliliği önem kazanmıştır. Yapılan incelemelerde birçok televizyon kanalının dışarıdan drone görüntülerini servis ettiği anlaşılmış ve araştırmanın her iki koluna da örnek verebileceği sebebiyle NTV seçilmiştir. NTV YouTube hesabı hem ajanslardan alınan görüntülere yer verirken hem de "NTV Drone Kamerası'nda" başlığıyla kendi videolarını paylaşmaktadır.

Araştırmanın Bulguları

Tarihler	**Paylaşılan Toplam Haber Sayısı**	**Paylaşılan Drone Haber Sayısı**	**Toplam Haber İçerisinde Drone Haberlerin Oranı**
Ocak 2023	156	7	%4,48
Şubat 2023	225	35	%15,55
Mart 2023	143	19	%13,28

Tablo 1. NTV'de Yayımlanan Drone Haberlerin Aylara Göre Dağılımı

NTV'de yayımlanan drone haberler toplam paylaşılan haberlere kıyasla oldukça az yer kaplamıştır. Drone haberlerin sayısı, toplumda o dönemde ortaya çıkan olaylara göre değişim göstermektedir. 6 Şubat tarihinde Kahramanmaraş merkezli olarak gerçekleşen ve beraberinde birçok ili etkisi altına alarak çok sayıda can ve mal kaybına neden olan depreme dair görüntüler drone kameralarıyla görüntülenerek paylaşılmıştır. NTV'nin drone haberlerinin daha çok Şubat ayında paylaşılmasının nedenlerinden biri olarak bu durum ön plana çıkmaktadır. Ocak 2023 tarihinde paylaşılan haberler ağırlıklı olarak çevre ve iklim konularına odaklanırken Şubat ayı itibariyle ağırlıklı olarak deprem bölgesinden haberler verilmiştir. Mart ayı itibariyle de bir önceki ay yayımlanan içeriklere ek olarak iklim ve doğa olaylarının yaratmış olduğu durumlarla ilgili drone haber görüntülerine yer verilmiştir.

Tarihler	Drone Haberlerin İzlenme Sayısı	Drone Haberlerin Beğeni Sayısı	Drone Haberlerin Beğenilmeme Sayısı	Drone Haberlere Gelen Yorum Sayısı
Ocak 2023	7.787	77	-	24
Şubat 2023	1.772.919	3.769	-	846
Mart 2023	62.635	331	-	74

Tablo 2. Drone Haberlerin Aylara Göre Etkileşim Sayıları

NTV, Şubat ayında en fazla haberi yüklediği gibi aynı zamanda bu tarihte en yüksek izlenme, beğeni ve yorumu da almıştır. Drone haberlerin izlenme oranı üç aylık periyot göz önüne alınarak incelendiğinde yüksek olduğu görülmektedir. Drone görüntüler; kullanıcıların izlediği, beğendiği ve yorum yaparak görüşlerini paylaştığı bir noktada durmaktadır. Drone haberlerin bir ortak noktası ise hiçbir şekilde beğenilmeme sayısının olmayışındadır. Bu noktada drone haber görüntülerinin kullanıcıların ilgisini çektiği görülmektedir.

Drone Haber Kaynağı	Paylaşılan Drone Haber Sayısı
NTV Drone Kamerası	29
AA	22
DHA	10
İHA	1
Yurtdışı Kaynaklar	-

Tablo 3. Drone Haber Görüntülerinin Kaynakları

Drone haber görüntüleri, ağırlıklı olarak televizyon kanalının kendi drone kamerasıyla kaydedilmiştir. Bu durum, çalışmada NTV'nin seçilmesine de bir dayanak noktası oluşturmaktadır. "*NTV Drone Kamerası'nda*" başlığıyla çekilen görüntüler televizyon kanalının kendi bünyesinde üretilerek sunulmaktadır. Sözü edilen çekimler dışında kaydedilen görüntüler ise ağırlıklı olarak haber ajanslarından gelmektedir. Yurtdışı kaynaklı olarak hiçbir drone görüntüsünün servis edilmediği görülmekte ve yurtiçinde görüntü alınan ajanslardan alınan haberlerin de birbirlerinden farklı sayılarda olduğu görülmektedir.

Drone Habere Konu Olan Haber Türü	Drone Haberin Sayısı
Deprem	42
Çevre	9
İklim	4
Dünya	3
Sel	2
Bilim / Teknoloji	1
Yangın	1

Tablo 4. Drone Habere Konu Olan Haber Türleri

Drone haberlerin sayısı Şubat ayında artış göstermiş ve izlenme oranı da bununla paralel olacak şekilde belirgin düzeyde farklılaşmıştır. Özellikle 6 Şubat 2023 tarihinde meydana gelen Kahramanmaraş merkezli depremin sonucunda çekilen görüntülerin yayınlanması ve depremin etki ettiği diğer illerden de görüntülere yer verilmesi sebebiyle drone haberler ağırlıklı olarak deprem konusunda olmuştur. Bununla birlikte özellikle Ocak 2023 tarihinde televizyon kanalının çevre konusuna dair birçok haber ürettiği de görülmektedir. Depremin ardından yaşanan aynı bölgede yaşanan sel de drone kameralarda kaydedilerek izleyicilerle paylaşılmıştır. Deprem ve sel gibi durumlarda özellikle bir kişinin girmesinin sakıncalı görüldüğü yerlerde drone kameralar yol gösterici bir nitelik kazanmış ve hem girilemeyen evlerin içine girerek görüntülerini kaydetmiş hem de depremin yaratmış olduğu etkinin havadan görülebilmesini sağlamıştır.

Drone Kameraların Kullanıldığı Şehirler	Paylaşılan Drone Haber Sayısı
Hatay	18
İstanbul	9

Kahramanmaraş	9
Malatya	7
Adıyaman	6
Gaziantep	4
Şanlıurfa	2
ABD	2
İsrail	1
Batman	1
İzmir	1
Kocaeli	1
Elazığ	1

Tablo 5. Drone Kameraların Kullanıldığı Şehirler

NTV, Şubat ayında paylaştıkları haberlerinde ağırlıklı olarak depremin ortaya çıktığı bölgede ya da depremin etki ettiği çevre illerde görüntü kaydetmiştir. Bu sebeple en çok Hatay'da drone kameranın kullanıldığı haberler paylaşılmış ve Kahramanmaraş, Malatya, Adıyaman, Gaziantep, Şanlıurfa illerinden de çoğunlukla deprem görüntülerine yer verilmiştir. Yurt dışında kaydedilen drone görüntüler, televizyon kanalının Türkiye'de bulunan ajanslardan aldıkları görüntülerden oluşmaktadır. Buna göre televizyon kanalının drone haberciliği gerçekleştirirken sınırlı kaynaklardan yararlandığı görülmektedir.

SONUÇ

Uçan kamera ya da tepegöz olarak adlandırılan ve farklı şekillerde tanımlanan drone kameralar, hem geçmişte hem günümüzde birçok farklı alanda kullanılmıştır. Bu kameraların bilinen anlamda kameralardan farklı olarak insanın erişemeyeceği noktalara erişmesi ve hem insan gözünün hem de klasik kamera objektifinin sunduğu görüntüden farklı bir görüntü sunması sebebiyle farklı amaçlı kullanımlara sahip olmaktadır. Drone kameraların gazetecilikte kullanımı sonucunda da haberciliğe farklı bir alan eklenmiş ve drone gazeteciliği adı verilen bir uzmanlık alanı ortaya çıkmıştır.

Drone gazeteciliğin temelinde kameranın ulaşamadığı ya da kişilerin güvenliğinin riske atıldığı yerlerdeki olayların haberleştirilmesi ve farklı bir bakış açısı sunarak olayları aktarması yatmaktadır. Drone kameralar, bilinen kameralara oranla daha pratik ve daha ekonomik olsa da bu kameraların kullanılması için çeşitli yeteneklere de ayrıca sahip olunması gerekmektedir. Görsel olarak farklı bir deneyim imkanı sunan drone kameralar, her kameramanın kullanabileceği bir cihaz olmayışından dolayı her haber merkezine de girmemektedir. Özellikle küçük boyutlarından dolayı kişilerin özel hayatlarını ihlal edecek alanlara girebilme ya da kullanımının bilinçsizce yapılması sonucunda birçok kişiyi yaralama ihtimalleri, bu cihazın kullanımının dikkatli ve eğitimli kişiler tarafından yapılmasını gerekli kılmıştır.

Çalışma kapsamında NTV kanalının YouTube hesabında paylaştığı drone haber görüntüleri içerik analizi yöntemiyle incelenmiştir. Gerçekleştirilen inceleme sonucunda drone haber görüntülerinin özellikle doğal afet durumlarında önem kazandığı saptanmıştır. Öyle ki kanalın YouTube sayfasında yayınlanan içeriklerden en fazla etkileşim oranını Şubat ayında gerçekleşen depreme dair kaydedilen drone görüntüleri almaktadır. Drone görüntüleri incelendiğinde farklı birçok konunun habere dahil edildiği görülmektedir. Deprem sonrası vatandaşların girmesi riskli kabul edilen binalara giren drone kameraları evlerin içini göstermek adına kullanılması ya da tepeden çekilen görüntülerle farklı şehirlerde depremin ortaya çıkardığı durumu göstermesi sebebiyle drone kameralar kullanılmıştır.

Drone kameraların özellikle doğal afet durumlarında kaydettiği görüntüler incelendiğinde sıradan bir kameranın, bir muhabir ya da bir kameramanın girmesi mümkün olmayan alanlar içerisinde kendini gösterdiği görülmektedir. Yıkılma riski olan binalar ya da sel basma tehlikesi olan yolların tümü hem ajanslardan alınan drone görüntüleriyle hem de televizyon kanalının kendi drone kameralarıyla görüntülenmiştir. Yurtdışında gerçekleşen olaylara dair alınan görüntüler de sadece Türkiye'de var olan haber ajanslarıyla sınırlı kalmaktadır. Drone haberlerinin yayılımının genişletilmesi ve kullanıcılara sunulması açısından farklı ülkelerin kendi drone görüntülerinin de paylaşılmasının bu habercilik türünün gelişimini sağlayacağı düşünülmektedir.

Drone kamera görüntülerinin kullanıcılar tarafından da ilgiyle takip edildiği görülmüştür. Buna göre kullanıcılar, drone kamera görüntülerinin artmasına paralel şekilde izleme oranlarını ve yorum sayılarını artırmıştır. Drone kamera görüntülerinin hiçbir şekilde beğenilmeme sayısının olmayışı da kullanıcıların bu görüntülere olan ilgisini açıklar niteliktedir.

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The Influence of Financial Literacy to Consumer Purchase Intention of Traditional Life Insurance Product

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ABSTRACT

This study investigates customer purchase intentions for traditional life insurance products, focusing on the impact of financial literacy. It investigates the specific challenges faced by Life Insurance Companies in Indonesia due to tightening regulations imposed by Indonesia's Financial Services Authority ("OJK") regarding unit-link Insurance Products, a modified Whole Life Insurance Product that combines protection and investment. As a result, Life Insurance Companies have recently competed to supply traditional life insurance products to ensure company continuity. By addressing the need for more research in this area, this study fills a void by informing Life Insurance Companies on how financial literacy influences consumer purchase intentions of traditional life insurance products.

This study gives a thorough knowledge for Life Insurance Companies to establish ways to learn more about consumer behavior in the emergence of various traditional life insurance products through a synthesis of existing literature, qualitative research findings, and empirical evidence. The suggested research framework emphasizes critical characteristics of financial literacy, attitude, subjective norm, perceived behavior control, and their impact on customer purchase intention of traditional life insurance products.

While this conceptual article provides valuable insights and a research framework, a more empirical study is required to validate and expand on the offered claims. Future research should look into the impact of financial literacy on consumer purchasing intentions, particularly among Generation Z.

This study will benefit others, mainly by providing insights to the boards of management of Life Insurance Companies in understanding the consumer intention of the Traditional life insurance product, particularly in understanding the shift from unit-link Life Insurance products to Traditional life insurance products.

Keywords: Financial Literacy, Purchase Intention, Life Insurance

1. INTRODUCTION

Life insurance is a financial instrument that individuals acquire to protect themselves and their families against unanticipated risks with financial repercussions.Additionally, life insurance is a solid foundation for complete financial planning and is particularly important for households with young children. Simply put, consumers contribute a certain amount each period to their "savings accounts" or life insurance policies, which serve as collateral for loans. Life insurance policies have evolved to provide additional conveniences and a safety net for consumers, such as coverages for unintentional risks like incapacity for employment or accidental death, after which the company pays them a sum of assured benefits.

The development of the Insurance Industry itself in Indonesia within ten past years is increasing, especially life insurance, which annually contributes premiums of dozens or hundreds of trillion IDR. Even recorded in 2021, there is an exceptional contribution of IDR 203 trillion by predominance 62,9% contribution or equivalent IDR 127,7 trillion comes from Unit Link Life Insurance Products, which growing 6,4 % from 2020, and the remaining 37,1 % comes from Traditional Life Insurance Products (2022, Source Data AAJI).

Various studies have stated that financial literacy is one factor that needs attention in advancing the life insurance industry, one of which is the study conducted by Wang et al. (2020). The study was conducted in China and concluded that an increase in the financial literacy index would impact the premium income of the life insurance industry. In the Indonesian context, these findings are pretty related to the results of the National Financial Literacy and Inclusion Survey conducted by the Financial Services Authority in 2019, where the insurance sector literacy index is still far below the banking literacy index and even the overall financial literacy index, while the penetration rate is still stagnant.Indonesia's financial literacy index in 2019 continues to increase compared to previous surveys conducted in 2013 and 2016. In 2019, the financial literacy index reached 38.03%, an increase of 16.19% from 2013.

In 2021, the public was enlivened by customer complaints due to unit-linked Life Insurance products. In marketing, agents tempt large investment profits to customers, but in practice, many customers experience losses. Simply put, unit-linked insurance can be a life insurance product linked to an investment and provides two benefits in one policy: protection and investment benefits. The investment benefits offered by this product have risks according to the type of investment chosen.

Departing from the many customer complaints, Otoritas Jasa Keuangan (OJK) issued new regulations regarding investment-linked insurance products, which is unit-link. This new regulation will tighten the process of selling products to report product performance to its customers. In this rule, OJK focuses on transparency in unit-link sales, including the after-sales service. In addition, customers should be educated enough to compare which insurance product is better, buy a package of protection and investment together (unit-link) or buy it separately between traditional life insurance products and investment products alone, which all of these have a strong relationship with customers' financial literacy.

Due to tightening regulations from the OJK regarding unit-link Insurance Product a modified of Whole Life Insurance Product which combined between protection and investment, life insurance companies have recently been competing to issue traditional life insurance products as a form of anticipation to maintain business continuity.

However, with the emergence of many traditional life insurance products, do people already have sufficient financial literacy to know enough to differentiate which insurance product is best for customers, be it a unit-linked life insurance product or a traditional life insurance product? Suppose the public already has sufficient financial literacy and understands the latest OJK regulations regarding unit-linked life insurance. Will there be an increase in purchasing intentions for traditional life insurance products?

This research will employ a modified version of Ajzen's (1991) model of the theory of planned behavior to assess financial literacy as a factor influencing customer purchase intention of traditional life insurance products (TPB). The TPB was used for this research because it evaluates numerous personal and environmental aspects influencing consumer purchasing intention. TPB will measure customer intent to acquire traditional life insurance products by predicting consumer attitudes, subjective norms, and perceived behavioral control.

Therefore, this research will address this gap by investigating the influence of financial literacy to consumer purchase intention of traditional life insurance product

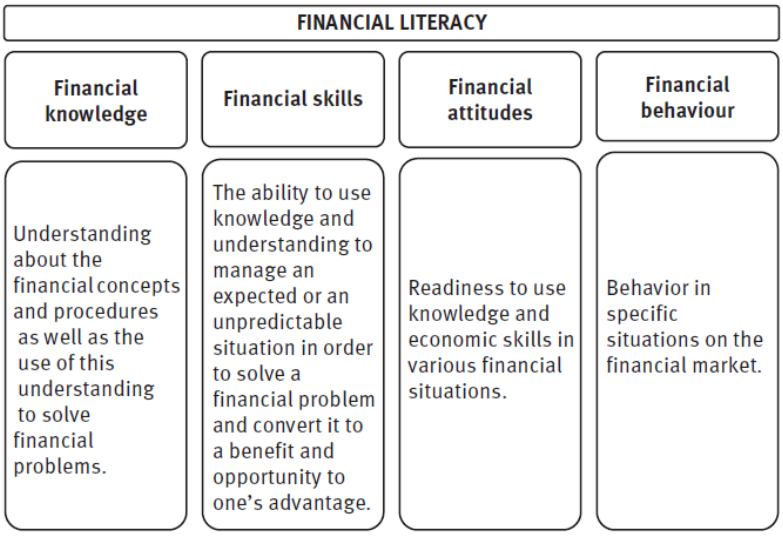
This research is formulated to understand the factors influence the consumer's purchase intention with the following six research questions:

1. What is the effect of Consumer Attitude (ATT) to Purchase Intention of Traditional Life Insurance Product (PI)?
2. What is the effect of Consumer Subjective Norm (SN) to Purchase Intention of Traditional Life Insurance Product (PI)?
3. What is the effect of Consumer Perceived Behavioral Control (PBC) to Purchase Intention of Traditional Life Insurance Product (PI)?
4. How Financial Literacy (FL) would affect the relationship between Consumer Attitude (ATT) to Purchase Intention of Traditional Life Insurance Products (PI)?
5. How Financial Literacy (FL) would affect the relationship between Consumer Subjective Norm (SN) to Purchase Intention of Traditional Life Insurance Products (PI)?
6. How Financial Literacy (FL) would affect the relationship between Consumer Perceived Behavioral Control (PBC) to Purchase Intention of Traditional Life Insurance Products (PI)?

2. LITERATURE REVIEW

2.1 FINANCIAL LITERACY

Chen and Volpe (1998) define financial literacy as the knowledge to manage finances in financial decision-making. A lack of financial literacy causes a person to be more likely to have problems with debt, be more involved with higher credit costs, and less likely to plan for the future (Lusuardi et al., 2010). Hilgert et al. (2003) and Cude et al. (2006) also stated that knowledge of how to manage finances and how the technique in investing must be addressed as in previous times.



Elements of Financial Literacy

Source: Beata Swiecka, 2019

Financial literacy consists of the following elements (see Figure 2.1)

a. Financial knowledge – knowledge and understanding of economic concepts and mechanisms of the economy. Financial knowledge helps people to understand the financial concepts and procedures, as well as to use this understanding in solving financial problems. It is the knowledge of how to manage money in different usage, including the monitoring of day-to-day financial matters in the market and make the right choices for "financially literate" people's needs. Parts of financial knowledge includes:
   - Conceptual financial knowledge,
   - Procedural financial knowledge,
   - Applied financial knowledge.

b. Financial skills – application of acquired economic knowledge in economic decisions (analysis, evaluations, choices). It is the ability to use knowledge and understanding to manage an expected or unpredictable situation to solve a financial problem and convert it into a benefit and opportunity to one's advantage.

c. Financial attitudes – motivation and readiness to use knowledge and economic skills in various situations. They are the individual characteristics that take the form of tendencies towards a financial practice or action. They show the inclination or likelihood of a person to undertake a behavior.

d. Financial behavior – behavior in specific situations on the financial market.

2.2 THE THEORY OF PLANNED BEHAVIOR

The Theory of Planned Behavior (TPB) has become one of the most utilized theories in terms of explaining and predicting behaviors of individuals. The TPB has been cited over 5000 times according to the Web of Science since Icek Ajzen originally published it in book (1988) and article (1991) form. The TPB's main assentation's are that behavior is preceded by one's intentions to perform the behavior and perceived control over the behavior (Ajzen, 1991).

2.3 ATTITUDE

The TPB relies on an expectancy-value formulation to describe the formation of attitude toward a behavior. Specifically, attitude toward the behavior is assumed to be a function of readily accessible beliefs regarding the behavior's likely consequences, termed behavioral beliefs. A

behavioral belief is the person's subjective probability that performing a behavior of interest will lead to a certain outcome or provide a certain experience, for example, the belief that wearing a heart monitor (the behavior) can detect heart arrhythmia (the outcome) or is inconvenient (the experience) (Ajzen, 2020). Attitudes are defined as an individual's positive or negative evaluation of self-performance of the particular behavior.

2.4 SUBJECTIVE NORM

Subjective norms are the societal pressures placed on a person to act in a certain way (Ajzen, 1991). Members of collectivist cultures are more sensitive to subjective norms than members of individualistic cultures, and this pressure can come from anyone they know (Ajzen, 2002). Subjective norm or normative pressure is defined as an individual's behavior being influenced by actions proposed by close friends. "It can also be a person who approves or disapproves of an action," says the author (Ajzen & Fishbein, 1975).

2.5 PERCEIVED BEHAVIORAL CONTROL

Perceived behavior control is concerned with an individual's perception of their ability to engage in conduct (Ajzen, 1991). It also refers to available resources, such as purchasing power. Ajzen (1991) was the first to propose the concept of perceived behavior control. The greater the PBC over the intention, the more resources and opportunities people believe they have (Madden, Ellen, & Ajzen, 1992). PBC is an individual's assessment of their ability to undertake a specific activity, and it has become one of the most powerful predictors of intention (Notani, 1998). Perceived Behavioral control (PBC) refers to a person's perceptions or beliefs about having access to the knowledge, resources, and opportunities needed to engage in a particular action (Ajzen, 1985).

2.6 PURCHASE INTENTION

Purchase intention refers to the probability of consumers purchasing products or is defined as a measure of the strength of one's intention to perform a specific behavior or decide to buy a product or service. The higher the likelihood, the stronger the purchase intention (Schiffman & Kanuk, 2015). Understanding consumers' purchase intentions can help companies analyze the market and adjust their products or services to increase sales and generate more profits (Anastasiei & Dospinescu, 2019).

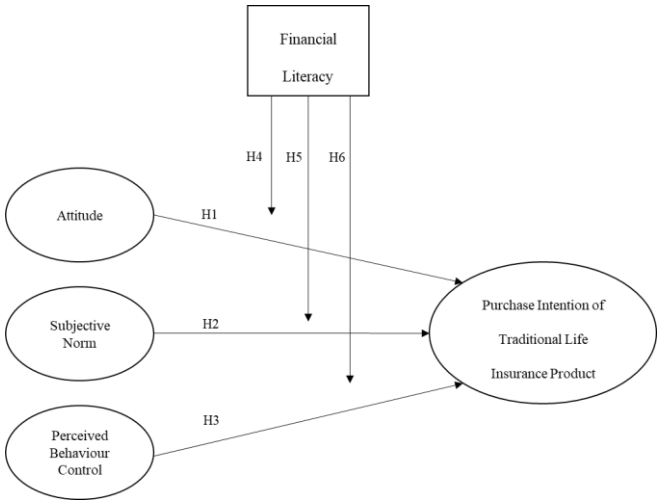
2.7 TRADITIONAL LIFE INSURANCE PRODUCT

The word traditional in terms of Traditional Life Insurance is due to modifications in life insurance products, especially those that have recently been rife, namely Unitlink Life Insurance, where the product is combined with mutual fund investment instruments.

Two major types of life insurance are currently called Traditional Life Insurance: Term Life Insurance and Whole Life Insurance.

3. RESEARCH FRAMEWORK

The research will focus on the factors that affect Consumer Purchase Intention of Traditional Life Insurance Product. This research is measuring the effect of consumer attitude (ATT), consumer subjective norm, consumer perceived behavioral control (PBC) toward purchase intention (PI) of Traditional Life Insurance Product and measuring the effect of financial literacy (FL) as moderating role towards the relationship between consumer attitude (ATT), consumer subjective norm, consumer perceived behavioral control (PBC) and purchase intention (PI). Theoritical framework and hypotheses will be as follow:



Research Framework
Source : Author (2023)

H1 : The higher (lower) attitude (ATT), then the higher (lower) purchase intention (PI).
H2 : The higher (lower) subjective norm (SN), then the higher (lower) purchase intention (PI).
H3 : The higher (lower) perceived behavioral control (PBC), then the higher (lower) purchase intention (PI).
H4 : The higher (lower) Financial Literacy (FL) will impact the dynamic between attitude (ATT) and purchase intention (PI).
H5 : The higher (lower) Financial Literacy (FL) will impact the dynamic between subjective norm (SN) and purchase intention (PI).
H6 : The higher (lower) Financial Literacy (FL) will impact the dynamic between perceived behavioral control (PBC) and purchase intention (PI).

4. METHODOLOGY

4.1 SAMPLE & DATA COLLECTION

In February 2023, the researcher collected primary and secondary data to strengthen the study. In the form of a survey, the primary data is a source of research data gathered directly from the source (without intermediaries). In this investigation, primary data will be collected directly through online surveys completed by 162 respondents. In contrast, secondary data is the source of research data obtained by looking for and gathering materials from literature reviews, research, books, and reports, as well as comments from Google, IPMI, or the academic supervisor, as outlined in Table below.

Type of Data	Description	Sources
Primary Data	Responses to questionnaires	Life Insurance Products Consumers', especially who already purchase unit-link product in Jabodetabek area with minimum education S1 and monthly income between IDR 5,000,000 – IDR 100,000,000
Secondary Data	Materials by searching and collecting	Previous research, books, reports, and feedbacks from Google, IPMI or the academic supervisor

In order to gather data efficiently and in a reasonable amount of time, questionnaires will be given via an online form to participants in this study. The questionnaire format consists of closed-ended questions in which the responder selects a response from a list of possibilities.

Google Forms was used to generate an online survey, which was then sent to targeted responders via WhatsApp. Moreover, the online survey distributed in February 2023.
Typically, research is conducted on samples rather than entire populations. A survey is valuable and effective for answering research questions through data collection and subsequent analyses. A population is the total number of individuals with particular characteristics, while a sample is a subset of the population. By studying the sample, the researcher can draw findings that apply to the target population. This study's population consists of individuals familiar with life insurance products. Either they are consumers/customers of life insurance products or are interested in or knowledgeable about such goods.
Sampling is the process of picking the appropriate person, object, or event for investigation. Types of sample design are probability and non-probability sampling. For probability sampling, there is a known likelihood that sample participants will be selected from the population. According to Shekaran, in non-probability sampling, elements have no known or predefined likelihood of being selected as subjects for sampling (2003). In this investigation, we shall employ the non-probability sampling technique called purposive sampling. The sampling is restricted to several categories of persons who are able to supply the needed information, either because they are the only ones have it or because they meet the researcher's predetermined criteria. Convenience sampling refers to the practice of selecting samples from a population based on ease of access. Another sampling method is snowball sampling, which uses a small number of cases to entice additional cases to participate in the study and increase the sample size.
This study will employ the techniques of purposive and snowball sampling to identify the sample, keeping the following considerations and criteria in mind:

- People who has at least one protection from any life insurance products (esp. unit-link Life Insurance Product), with a minimum 21 years old, S1 Education, and minimum monthly income between IDR 5,000,000 – IDR 100,000,000 in greater area Jabodetabek (representative of consumers/ customers)
- People who interested and understand life insurance products, either they work in insurance companies or in an insurance projects or assignments, in greater area Jabodetabek.

According to Hair et al. (2014), the sample size will impact the suitability and statistical power of multiple regression, as well as generalizability.

4.2 MEASUREMENT & SCALING

The variable research was utilized to support chapter 2 ideas. Some variables have already been updated and modified based on customer behavior and industry conditions observed when purchasing a local brand of perfume. The operational variables in this research are represented by 25 indicator items. On a four-point Likert scale ranging from strongly disagree (1) to strongly agree (4), the factors under study are measured. In the format of a questionnaire, the variables' explanation and measurement items are provided in the table below

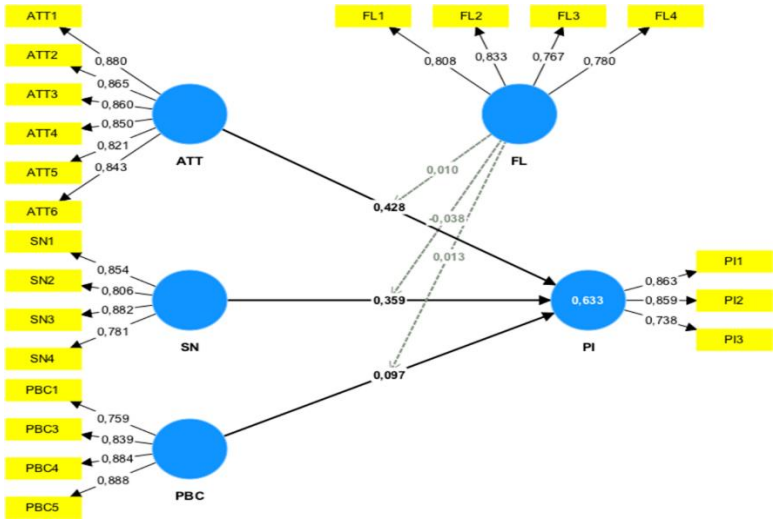
Variable	Measuring Item	Scale	Source
Attitude (ATT)	1. Buying traditional life insurance product is a good idea. 2. Buying traditional life insurance product is a wise choice. 3. I like the idea of buying traditional life insurance product	4-point likert scale	(Wang et al., 2013; Ariffin et al., 2019)

	4. Buying traditional life insurance product would be pleasant. 5. I like to choose traditional life insurance product 6. Buying traditional life insurance product is my own choice.		
Subjective Norm (SN)	1. Many people around me think of purchasing traditional life insurance product 2. I feel social pressure to purchase traditional life insurance product 3. Most people who are important to me, think I should purchase traditional life insurance product 4. The people who I listen to, could influence me to purchase traditional life insurance product	4-point likert scale	(Mishra et al., 2020)
Perceived Behavioral Control (PBC)	1. It is easy to buy traditional life insurance product. 2. I cannot decide whether to buy traditional life insurance product or other life insurance product e.g. Unit-link Insurance. 3. It is very likely, I will choose traditional life insurance product next time. 4. Buying habits of purchasing traditional life insurance product will have a strong impact on decision making. 5. Past purchase traditional life insurance product experience will have strong impact on decision making.	4-point likert scale	(Chen & Deng, 2016)
Purchase Intention (PI)	1. I will buy traditional life insurance product frequently. 2. I will encourage my relatives and friends to buy traditional life insurance product. 3. I will buy traditional life insurance product in the near future. 4. It takes a long time for me to purchase traditional life insurance product.	4-point likert scale	(Wang et al., 2013)
Financial Literacy (FL)	1. Knowledge ; I have good knowledge or understanding related the financial concept especially about Traditional Life Insurance product to achieve my financial goals 2. Skills ; I have ability to use my knowledge or understanding about the financial concept to choose the most suitable Traditional Life Insurance Product to support to achieve my financial goals 3. Attitude ; I have positive views towards Traditional Life Insurance product if there's financial situations happen beyond my financial planning e.g. wrong financial	4-point likert scale	(Beata, 2019)

	decision-making, unemployment and unexpected medical bills 4. Behaviour ; I know what to do with my Traditional Life Insurance's policy in case there's specific situations happen on the financial market e.g. economic recession or new policy about Traditional Life Insurance product from regulator or government.		

Source : Author (2023)

5. FINDINGS, ANALYSIS & DISCUSSION



Outer Model

Source: PLS-SEM Report, 2023

5.1 RESULTS

5.1.1 Measurement Model Testing

The instrument's validity and reliability were evaluated on a small scale to ensure their quality and the respondents' comprehension of the items. First, Cronbach's alpha reliability coefficients were utilized to examine the internal consistency (reliability) (Zikmund et al., 2013). Cronbach's alpha value of 0.70 as a minimal point of reliability demonstrated that the questionnaires were reliable (Shekaran, 2010). Second, Pearson's Correlation is utilized to distinguish the validity of the questionnaires. Pearson (1948) stated that 0.3 is the legitimacy of the relationship between the factors to determine the quality of their successful run and that a confidence level of 0.05 is valid. The results of the instrument's validity and dependability are displayed in Table below

Indicator	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
ATT1	0.880	0.926	0.929	0.942	0.729
ATT2	0.865				

ATT3	0.860				
ATT4	0.850				
ATT5	0.821				
ATT6	0.843				
FL1	0.808	0.812	0.822	0.875	0.636
FL2	0.833				
FL3	0.767				
FL4	0.780				
PBC1	0.759	0.865	0.881	0.908	0.712
PBC3	0.839				
PBC4	0.884				
PBC5	0.888				
PI1	0.863	0.760	0.781	0.861	0.676
PI2	0.859				
PI3	0.738				
SN1	0.854	0.852	0.875	0.900	0.692
SN2	0.806				
SN3	0.882				
SN4	0.781				

Validity & Reliability Test Result

Source: SPSS Report, 2023

5.1.2 Structural Model Testing

The relationship between the latent variables is revealed by evaluating the structural model (or inner model). Path coefficient, collinearity issue (VIF), coefficient of determination R^2, and effect size f^2 must be validated to evaluate the structural model.

The coefficient of determination - R Square (R^2) calculates the variance of the dependent variable concerning the change of the independent variable. The R^2 value ranges from 0 to 1, with a higher score indicating greater predictive accuracy. R^2 values for an endogenous variable of 0.25, 0.5, or 0.75 can be interpreted as weak, moderate, or substantial (Hair et al., 2011). Table below shows the results of the analysis.

Variable	R-square	R-square adjusted	Note
PI	0.633	0.610	Moderate

R-Square

Source: PLS-SEM Report, 2023

The R2 of Purchase Intention (PI) in Table R-Square has a moderate level of predicting accuracy (0.608), which is a significant level and close to 1 as an indicator of excellent predicting accuracy to evaluate structurally.

Based on the findings in Table R-Square, the Purchase Intention score is 0.633. This means that Attitude, Subjective Norm, Perceived Behavioral Control, and Financial Literacy have a 63.3% influence on the Purchase Intention variable while the remaining 36.7% is influenced by other variables not studied in this research.

6. CONCLUSION & RECOMMENDATION

6.1 RESEARCH CONCLUSION

The bootstrapping method determines the significance of path coefficients by producing empirical t values that are significant if they are greater than the critical value (t distribution values) at a given probability of error. This study used the following critical values for two-tailed tests: 1.65 (significance level= 5%) (Hair et al., 2017).

The bootstrapping test was used to determine the importance of path coefficients (t distribution values) by calculating empirical t values greater than the critical value. The coefficient is considered significant at a given likelihood of error. 5000 bootstrap samples are recommended (Hair et al., 2017). SmartPLS 3.0's bootstrapping approach was used to test hypotheses and investigate the significance of path coefficients and t values. The two-tailed t-value is 1.65, and the p-value is 0.05 (at 5%). The findings are summarized in Table 4.13 were only two hypotheses were found to be supported, as shown below.

Hypothesis	Variable	Path Coefficient	T-Statistics	P Values	Result
Direct					
H1	ATT -> PI	0.428	3.512	**0.000**	H1 Supported
H2	PBC -> PI	0.097	0.648	0.517	H2 Not Supported
H3	SN -> PI	0.359	5.590	**0.000**	H3 Supported
Moderating - Financial Literacy (FL)					
H4	FL x ATT -> PI	0.010	0.078	0.938	H4 Not Supported
H5	FL x PBC -> PI	0.013	0.089	0.929	H5 Not Supported
H6	FL x SN -> PI	-0.038	0.642	0.521	H6 Not Supported

Hypothesis Testing Result

Source: PLS-SEM Report, 2023

Attitudes Influence Against Purchase Intentions. This is evidenced by the original sample value of 0.428, which means it has a positive relationship. The t-statistic value in this constructed relationship is 3.512 with a two-tailed value of 1.68 at a significance level of 5 percent where the criteria mean that the criteria for the t-statistic are > 1.68 and the p-value is 0.000 so that the attitude relationship affects Purchase Intention declared significant. Therefore, the first hypothesis states that Attitude influences Purchase Intention is accepted.

The original sample value of 0.097 indicates that Perceived Behavioral Control has no positive influence on Purchase Intention. The t-statistic value for this constructed relationship is 0.648, with a two-tailed value of 1.68 at a significance level of 5%, and the p-value is 0.517, indicating that Perceived Behavioral Control does not affect Purchase Intentions. As a result, the second hypothesis, which states that Perceived Behavioral Control has a significant effect on Purchase Intention, is rejected.

The original sample value of 0.359 indicates that the Subjective Norm influences Purchase Intention, indicating a negative relationship. The t-statistic value in this constructed relationship is 5.590, with a two-tailed value of 1.68 at a significance level of 5%, where the criteria mean that the t-statistic value criterion must be greater than 1.68 and the p-value is 0.000, indicating that the Subjective Norm affects Purchase Intention is significant. As a result, the third hypothesis, stating that Subjective Norms have a significant effect on Purchase Intention, is accepted.

The original sample value of 0.010 indicates that the Financial Literacy construct cannot mediate the effect of Attitude on Purchasing Intention. The t-statistic value for this constructed relationship is 0.078 with a two-tailed value of 1.68 at a 5% significance level where the criteria mean that the criterion value of t-statistics must be 1.68 and the p-value is 0.938, indicating that Financial Literacy cannot mediate the effect of Attitude on Purchasing Intention. As a result,

the fourth hypothesis, that Financial Literacy can mediate the Effect of Attitude on Purchasing Intention, is rejected.

The original sample value of 0.013 indicates that perceived behavioral control cannot mediate the Effect of Perceived Behavioral Control on Purchasing Intention. The t-statistic value on this construct relationship is 0.089 with a two-tailed value of 1.68 at a significance level of 5% where the criteria the t-statistic value must be1.68 and the p-value is 0.929 indicating that Financial Literacy cannot mediate the Effect of Perceived Behavioral Control on Purchasing Intention. As a result, the fourth hypothesis, that Financial Literacy can moderate the Effect of Perceived Behavioral Control on Purchasing Intention, is rejected.

The original sample value of -0.038 indicates that Financial Literacy cannot mediate the Effect of Subjective Norm on Purchasing Intention. The t-statistic value on this construct relationship is 0.642 with a two-tailed value of 1.68 at a significance level of 5% where the criterion value of the t-statistic must be1.68, and the p-value is 0.521 indicating that Financial Literacy cannot be mediate the Effect of Subjective Norm on Purchasing Intention. As a result, the fourth hypothesis, that Financial Literacy can mediate the Effect of Subjective Norm on Purchasing Intention, is rejected.

6.2 THE IMPLICATION OF THE STUDY

The findings of this investigation point to a possible conclusion. Because the measuring items obtained from linked products or different industries were not carefully modified prior to data collection. This could explain why the moderating effects of Financial Literacy (FL) on the impact of Attitude (ATT) on Purchase Intention (PI), Perceived Behavioral Control (PBC) on Purchase Intention (PI), and Subjective Norm (SN) on Purchase Intention (PI) did not always support. This was a result that described how the moderating effect of Financial Literacy (FL) has no positive or negative impact on the impact between the independent variable and Purchase Intention (PI).

To summarize, this study affirms that while Financial Literacy (FL) may not have a significant moderating effect, it certainly has an impact on Attitude (ATT) and Subjective Norm (SN), as independent variables that influence Purchase Intention (PI).

According to the research findings, only two variables can influence Purchase Intentions: Attitude and Subjective Norm. This results from research conducted on many respondents from the majority demographic, namely those between the ages of 31 and 40, with a bachelor's degree, working as private employees, and earning between 10 million IDR and 50 million IDR per month. As a result, insurance management can use this research to show how Attitude factors and Subjective Norm can influence purchase intentions in this respondent demographic, particularly when targeting consumers in that age range e.g., improving product feature and after-sales service.

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Financial Health of PT Sido Muncul Tbk According to Altman Z-Score in the Period 2018 – 2022

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ABSTRACT

Going concern and being sustainable in the market are the few purposes of the business. To be able to know whether a business is able to thrive in the market despite of any challenges, companies must always understand their financial performance. The company can get early indications and be ready of any financial distress and threats that might coming in the future. PT Sido Muncul Tbk will be analyzed using Altman Z-score model to understand their financial health. PT Sido Muncul Tbk (SIDO) is an herbal medicine manufacture company in Indonesia that has been listed in the Indonesia Stock Exchange (IDX). The analysis will cover the period 2018 – 2022 of the company financial statements. The result analysis of Altman Z-score model will give insights of the company's financial strength. The score above 3 in Altman Z-score means that the company is unlikely to go bankrupt, while the score below 1.8 indicates that the company is in the danger area to be bankrupt. Between 1.8 and 3 in Altman Z-score conveys that the financial health of the company is on the critical stage.

Keywords: Altman Z-Score, Financial Distress, Financial Health, Herbal Medicine Industry

Introduction

There are two ways of analyzing business performance which are a system of non-financial and financial indicators. This research will lean more using financial indicators to assess business performance. One of the indicators to evaluate business performance is using financial indicator (Kotane & Marlino, 2012). According to Bausman D. C. (2008), financial indicators measure profitability, cash flow, firm leverage and liquidity which are utilized to align organizational action, benchmark and reward performance. Moreover, financial data must give some learnings from past performance, define current conditions, and forecast the future performance of the firm (Bausman, 2003)

The appearance of Covid19, consumer behaviors tend to be more conscious in increasing their health as well as immune system. A new paradigm has been formed due this pandemic situation in people's behavior which they prioritize more in maintaining their health. According to Dwi (2021), many people start drinking herbal medicine in the ready-to-drink package of herbal medicine thus the numbers of sales have increased. This condition has created opportunities to companies that are running their business in consumer health industry. The demand for vitamins and health supplements shows a remarkable increasing trend. Therefore, it is very interesting to see consumer health company performance before, during, and post pandemic situation.

Therefore, PT Industri Jamu dan Farmasi Sido Muncul (SIDO) will be the subject of this research study to review on their business performance based on the financial indicators. A consumer health company is intently chosen for this study as the market is still growing. Based on Agency for Drug and Food Control (BPOM, 2021) on the first quarter of 2021 the consumer health industry had a growth of 11.46% compared to last year on the same quarter in domestic market. In Indonesia itself, consumer herbal market size is expected to grow at CAGR 5% in 10-years forecasted. Besides domestic market, this industry also contributed $4.3bn on export market (BPOM, 2021). This also means that the market competition becomes fiercer since the number of product registrations increased significant by 131.14% versus last year.

Globally herbal medicine market size was valued at $151.9bn in 2021 (Fortune, 2020) and the market is projected to grow at pace of CAGR 11% during the forecasted period. Looking within, Indonesia has around 30-thousands of herbal plants which have been used by herbal medicine industry. This herbal plant commodity is a great potential to be used as business opportunity, especially being healthy has become people lifestyle. Herbal medicine business has a good future and is attractive which has the potential to become a national economic strength by raising local wisdom of the nation.

This research paper will analyze the financial performance PT Sido Muncul as one of the largest herbals and pharmaceutical company in Indonesia. This study conducts PT Sido Muncul financial performance condition by using Altman Z-Score model. According to Altman (1998), Altman Z-Score model produces analysis on the possibilities of bankruptcy by utilizing financial ratios based on the financial statement.

Literature Review

1. Herbal Medicine Industry

Consumer Health industry for more than two years of global pandemic has changed consumer behavior which more aware about health and wellness (Kantar, 2022). One of product segments in consumer health is herbal medicine, which around 80% of population in the world consume herbal medicine (Ahmad Khan & Ahmad, 2019). Herbal medicine is widely known and defined by World Health Organization (WHO) as a medical product produced from a single or multiple of plant parts combined that contains active ingredients which packaged and labelled as a finished product (Ahmad Khan & Ahmad, 2019). In terms of herbal medicine, Indonesia ranked 4th as the world's main producer of medical plants.

2. Financial Statement

According to White, et.al 2002, general purpose of financial statement is to provide one basis for projecting future earnings and cash flows. Financial statement is important since it can enable investors and creditors to make a better economic decision. Anthony, Hawkins, and Merchant (2011) described financial statement as a set of report produced from the financial accounting process. Financial statement consists of Balance Sheet, Income Statement, and Cash Flow Statement. Annual financial statement needs to be provided on an annual basis to shareholders (Hayes, 2020) since this report will give a picture of the company's financial conditions. From the financial statement, investors and creditors can calculate financial ratios to understand better about the condition of the company financially. Reviewing firm performance using financial ratios has been traditional yet powerful way for decision-makers (Delen, et al., 2013).

3. Bankruptcy

In a normal condition, a business does not go bankrupt instantaneously, but it goes through a process of failure which varies considerably in length. Many researches show that a large corporate failure is characterized by a very lengthy failure process (Argenti, 1976; Hambrick & D'Aveni, 1988; Laitinen, 1991). The definition of business failure, based on Anjum Sanobar (2012), describes various unsatisfactory business conditions. Business failures include process of ceasing operation, loss to creditors, and leave unpaid obligations. According Ohlson (1980), financial ratios can be enforced to give an analysis of an early potential bankruptcy in a business. This insight is every essential to the stakeholders to take strategic business decisions.

4. Altman Z-Score Method

Edward Altman developed a model that has become a well-known predictor of bankruptcy. This predictor is a statistical model which incorporates five financial ratios to produce a product called a Z-Score. This model has been tested and proven to be a dependable instrument to forecast failure in many business entities in many industries.

$Z = 0.717X_1 + 0.847X_2 + 3.107X_3 + 0.42X_4 + 0.998X_5$
X_1 = Working Capital to Total Assets
X_2 = Retained Earnings to Total Assets
X_3 = Earnings Before Interest and Tax to Total Assets
X_4 = Market Value of Equity to Total Liabilities
X_5 = Sales to Total Assets
Z = Z-Score

Table 10 Altman Z-Score for Manufacturing Company

According to Altman, score above 2.9 on Z-Score indicates that the financial performance of the company is healthy. Score between 1.23 and 2.9 indicate that the company performance financially is in the critical stage. Moreover, score below 1.23 means that the company is potentially to be bankrupt.

There are financial ratios need to be calculated in order to identify the result of Z-Score. The result will give stakeholders some insights of the financial health of the company. This will be an important information coming from financial statement of the company for stakeholder taking strategic decision for the company going forward.

Methodology

1. Research Method

This research uses a quantitative approach that is carried out by analyzing the report data from financial statements which are employed into financial ratios to determine whether the company can be said healthy or unhealthy financially. Data are gathered from the annual report of PT Sido Muncul Tbk from the period 2018 – 2022. This research is conducted to review and forecast whether PT Sido Muncul is having financial distress.

2. Research Concept Framework

The research concept framework used in this study is based on the literature and the results of previous research. The purpose of this study is to examine the financial health condition of PT Sido Muncul Tbk using Altman Z-score model for bankruptcy indicator. Based on Figure 1 below, financial data is compiled from the annual report of the company period 2018 – 2022. Afterwards, the data will be applied to calculate the financial ratios that incorporate in Altman Z-Score model to get the results of the prediction of company bankruptcy. Once the results are available, it will be analyzed based on Altman Z-Score measurement and assessment. Finally, conclusion will be drawn based on the analysis.

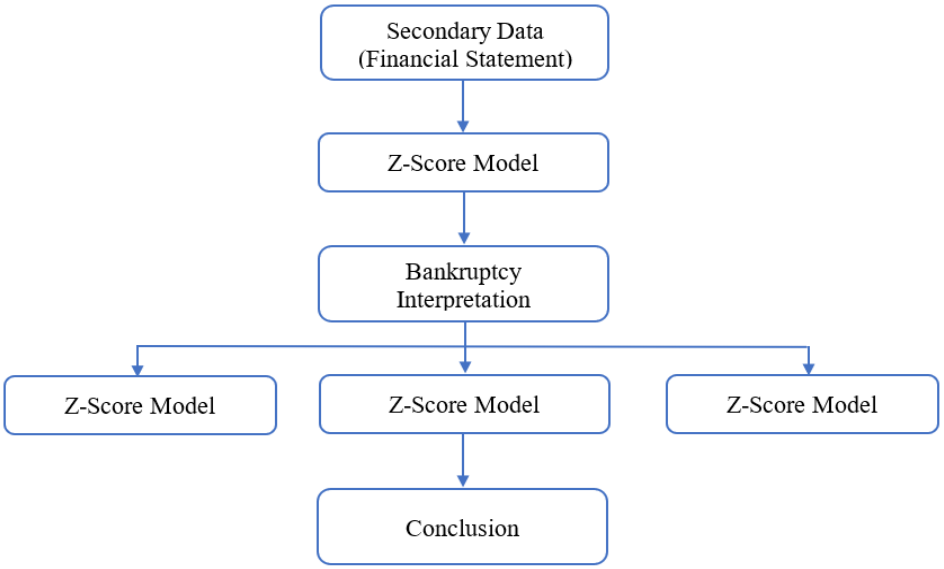

Figure 8. Research Concept Framework

Variable Operation Definition

1. **Working Capital to Total Asset (X_1)**

This ratio focuses on working capital capacity to total asset in order to measure net working capital liquidity (Gantino, et.al. 2018). This financial ratio is calculated by dividing net working capital to total asset, where working capital is often used by shareholders to measure the efficiency of operation in the company. According to Daryanto et.al (2020), negative net working capital indicates the company has some difficulties in covering the short-term liabilities because current assets are not sufficient to cover the obligations. Contrary, the positive net working capital shows that the company is able to pay off their short-term liabilities and able to have available funds to invest and grow.

$$X_1 = \frac{Net\ Working\ Capital\ (Current\ Assets - Current\ Liabilities)}{Total\ Assets}$$

2. **Retained Earnings to Total Asset (X_2)**

This ratio indicates the ability of the company to generate earnings from the company's total assets (Restianti, 2018). Retained earnings are determined as retention of profit after dividends are paid out (Viet, et.al, 2020). Retained earnings also indicates that company has available fund to do capital expenditure for pursuing business growth

$$X_2 = \frac{Retained\ Earnings}{Total\ Assets}$$

3. **Earnings Before Interest and Tax to Total Assets**

Earnings before Interest and Tax (EBIT) is an amount after deducting gross profit with marketing, distribution, and general expenses. EBIT tells us that the company can do interest

payment and tax obligation. This ratio demonstrates a company's ability to generate revenues to stay profitable and finance ongoing operations and make debt payments.

$$X_3 = \frac{Earnings\ before\ Interest\ and\ Tax}{Total\ Assets}$$

4. Market Value of Equity to Total Liabilities

This ratio shows the company's ability to meet their obligations from the market value of equity. Market Value of Equity is also known as market capitalization which measured by multiplying the current stock price by the number of shares outstanding. Total liabilities in here are combining the current liabilities and non-current liabilities.

$$X_4 = \frac{Market\ Value\ of\ Equity}{Total\ Liabilities}$$

5. Sales to Total Assets

Sales is the income a business can generate from a transaction of the sales of the goods or services. Usually, sales can be recognized when invoices are issued to the customers which recorded in the income statement. Moreover, Total assets are combining current assets and non-current assets. This ratio indicates the level of effectiveness of a company to generate sales by optimizing the assets.

$$X_5 = \frac{Sales}{Total\ Assets}$$

Results and Discussions

1. Working Capital to Total Assets

Below table shows the X_1 value of Altman Z-Score by calculating net working capital to total assets.

in million IDR	2018	2019	2020	2021	2022
Current Assets	1,547,666	1,716,235	2,052,081	2,244,707	2,194,242
Current Liabilities	368,380	416,211	560,043	543,370	541,048
Net Working Capital	1,179,286	1,300,024	1,492,038	1,701,337	1,653,194
Total Assets	3,337,628	3,536,898	3,849,516	4,068,970	4,081,442
X_1	**0.35**	**0.37**	**0.39**	**0.42**	**0.41**

Table 11 Net Working Capital to Total Assets (PT Sido Muncul Tbk)

Based on Figure 2 PT Sido Muncul could manage positive value from the calculation of net working capital to total assets. The company even could increase the ratio value since 2018 until 2022. Looking at the proportion of current liabilities, PT Sido Muncul maintained current liabilities at around ~24% to current assets, except for year 2020 the current liabilities proportion increased to 27% to current asset where Covid19 pandemic worsen in Indonesia. However, the ratio value of X_1 in year 2020 was improving compared to 2019 driven higher

cash and account receivable. These ratio values indicate that PT Sido Muncul had available spare funds to do investments.

2. **Retained Earnings to Total Assets**

Table below shows the result of calculating retained earnings to total assets of PT Sido Muncul Tbk.

in million IDR	2018	2019	2020	2021	2022
Retained Earnings	755,452	917,545	1,073,314	1,323,435	1,353,670
Total Assets	3,337,628	3,536,898	3,849,516	4,068,970	4,081,442
X_2	**0.23**	**0.26**	**0.28**	**0.33**	**0.33**

Table 12 Retained Earnings to Total Assets (PT Sido Muncul Tbk)

The ratio result on X_2 shows positive value which means that PT Sido Muncul can fund the operations using the earnings. This also aligns with the low current liabilities in the ratio X_1 in the Altman Z-Score. The table above is showing that PT Sido Muncul made improvement on the retained earning to total assets ratio in the period of 2018 – 2022. However, looking on year 2022 the retained earning was stagnant compared to 2021. This was driven by lower revenue compared to 2021, however, they managed to maintain the gross profit percentage level at 56%. Unfortunately, the expense of employee benefits was also increasing in year 2022 which deteriorating the net income. This expense was accrued in 2021 and released it in year 2022 which also reflected in the employee benefits liabilities lowering in the 2022 versus 2021.

3. **Earnings Before Tax and Interest to Total Assets**

Table below shows the result of calculating EBIT to total assets ratio of PT Sido Muncul Tbk

in million IDR	2018	2019	2020	2021	2022
Earnings before Interest and Tax	867,837	1,073,835	1,199,548	1,613,231	1,419,852
Total Assets	3,337,628	3,536,898	3,849,516	4,068,970	4,081,442
X_3	**0.26**	**0.30**	**0.31**	**0.40**	**0.35**

Table 13 EBIT to Total Assets (PT Sido Muncul Tbk)

Positive ratio of X_3 variable in Altman Z-Score showing that PT Sido Muncul could finance the operation expenses through the gross profit generated on every revenue made. Improvement on the ratio shown from year 2018 until 2021, however, in year 2022 it showed a decrease in EBIT amount. Looking deeper to the financial statement, it is driven by realizing employee benefits liabilities to income statement in year 2022. Therefore, the ratio in year 2022 is lower compared to 2021, but it is still improving compared to 2020.

4. **Market Value of Equity to Total Liabilities**

Table below is the result of calculating the market value of equity to total liabilities of PT Sido Muncul Tbk

in million IDR	2018	2019	2020	2021	2022
Market Value of Equity	12,211,693	18,402,822	23,809,322	25,921,875	22,123,846
Total Liabilities	435,014	472,191	627,776	597,785	575,967
X_4	**28.07**	**38.97**	**37.93**	**43.36**	**38.41**

Table 14 Market Value of Equity to Total Liabilities (PT Sido Muncul Tbk)

Since liabilities of PT Sido Muncul Tbk is quite small and looking at the table above the market value of equity is improving from time to time, it makes the ratio of X_4 in Altman Z-Score quite big. Looking at the total liabilities where the amounts are not far away from the current liabilities. It can be said that PT Sido Muncul Tbk are leaning more to capital equity to finance their assets. It also shows that PT Sido Muncul has a positive market sentiment, even though in year 2022 the market capitalization decreased versus 2021, the ratio still maintained the same with 2019 and higher compared to 2020.

5. Sales to Total Assets

Table below showing ratio of sales to total assets from PT Sido Muncul Tbk

in million IDR	2018	2019	2020	2021	2022
Sales	2,763,292	3,067,434	3,335,411	4,020,980	3,865,523
Total Assets	3,337,628	3,536,898	3,849,516	4,068,970	4,081,442
X_5	**0.83**	**0.87**	**0.87**	**0.99**	**0.95**

Table 15 Sales to Total Assets (PT Sido Muncul Tbk)

This table shows that PT Sido Muncul Tbk has been improving the effectiveness and efficiency of using the asset to produce revenue. It is shown by the ratio calculated in X_5 in Altman Z-Score table above resulting in positive value. Lower sales in 2022 was driven by normalization of sales in 2021 since Indonesia was hit by Omicron Covid19 and 2022 the pandemic situation was more under controlled by the government. Moreover, the tension between Ukraine and Russia that created global supply disruption and caused inflation. These affected people's purchasing power and rising prices of imported raw materials had impacted the sales performance.

6. Result of Z-Score

Below is the result of Z-Score of PT Sido Muncul Tbk based on the ratios calculated coming from the financial statement in the period 2018 – 2022

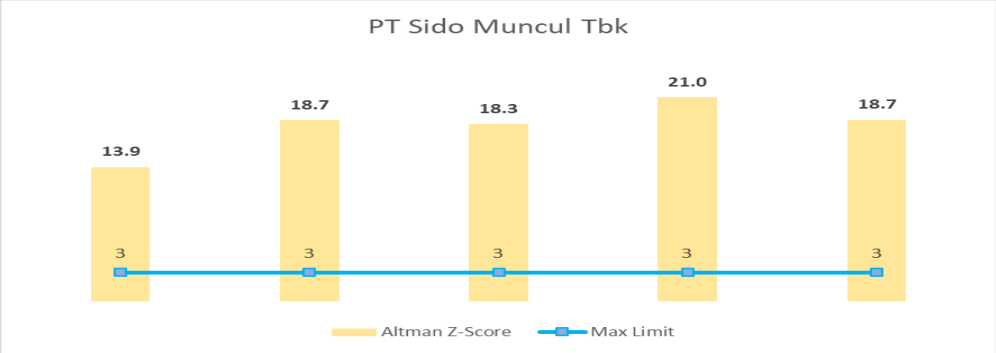

Figure 9 PT Sido Muncul Altman Z-Score

The result of Altman Z-Score of PT Sido Muncul Tbk showing that the score is far above score 3. This means that PT Sido Muncul Tbk has a good financial performance and quite far from bankruptcy. The ratios are even improving from 2018 to 2021, except 2022 result was slightly lower compared to 2021 due external factors such as the rising tension between Ukraine and Russia, higher inflation rate, increase raw material components price. Nevertheless, according to the Altman Z-Score above, PT Sido Muncul is in the safe zone.

Conclusion

This research is to give analysis of PT Sido Muncul Tbk on the financial performance in the period 2018 – 2022. The analysis is to see any possibilities of going bankrupt by using Altman Z-Score model. Financial performance of PT Sido Muncul Tbk based on the ratio result of net working capital to total assets, retained earnings to total assets, earnings before interest and tax to total assets, market value of equity to total liabilities, and sales to total assets. The results value from mentioned ratios are showing positive value and even improving year by year from 2018 to 2021, with a slow growth in 2022 due to external factors.

From all ratios, year 2022 showing a decline versus 2021 which caused by supply disruption due to Ukraine and Russia tension and this also caused an increase in raw material prices. Besides that, inflation rate was also increasing which impact to people' purchasing power. This impacted heavily to middle lower income economic people which tend to prioritize meeting basic needs.

Overall the score of Altman Z-Score for PT Sido Muncul is far above 3 which means that the business is sustainable and in the safe zone from bankruptcy. The highest score is 21.01 in year 2021 where the company was very effective in generating revenue from the company's assets. Slightly lower in 2022 but still manage to have higher versus 2020. PT Sido Muncul can be considered as a sustainable business going forward since company will face lengthy failures before bankruptcy (Argenti, 1976; Hambrick & D'Aveni, 1988; Laitinen, 1991). The Z-score of PT Sido Muncul is almost 6 times higher than the minimum score of 3 in Altman Z-score model.

The findings of this research can be utilized by shareholders to support taking the decision in investing to the company. To improve the ratio of Altman Z-Score, the management can do focus on the marketing and promotional program to increase more sales and do saving initiative programs to improve earnings before interest and tax. The company also can leverage digital marketing and E-commerce in promoting and selling the products.

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Financial Performance Analysis of PT. Indo Tambangraya Megah Tbk - A Coal Mining Company in Indonesia

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ABSTRACT

The purpose of this study is to analyze the financial performance of a coal mining company listed on the Indonesia Stock Exchange (IDX), PT. Indo Tambangraya Megah Tbk (ITMG) whether an entity is stable, solvent, liquid, or profitable enough to warrant a monetary investment. The benefit is also to evaluate economic trends, set financial policy, build long-term plans for business activity, and identify projects or companies for investment. Apply financial metrics analysis of ITMG's financial performance. Selected metrics include return on assets, debt-to-equity and debt-to-asset ratios, asset turnover, current ratios, profit margins, and return on equity. This study used quantitative research methods and targeted sampling techniques to collect the necessary data. The sample includes 5 years financial reports from 2018 to 2022. Then compare ITMG's financial performance analysis with ITMG's closest competitor, PT. Adaro Energy Indonesia Tbk, and the average indicator for the coal mining industry.

Based on the financial performance analysis, ITMG's financial performance in terms of profitability and liquidity has relatively significant financial performance compared to its competitors and the average industry. Despite positive trends in profitability and solvency, ITMG ranks asset utilization efficiency as quite concerning. It also shows that only profitability is affected by fundamental financial factors such as asset turnover and financial leverage.

Keywords: Financial Statements, Financial Ratios Analysis, Leverage, Liquidity, Turnover, Profitability.

INTRODUCTION

Recent Global and National Economic

In 2022, the global economy experienced a significant slowdown, surpassing the expected rate, primarily due to the crisis in the cost of living and tightening financial conditions in various regions. The persistence of the COVID-19 pandemic and the escalation of the Russia-Ukraine conflict further exacerbated the situation. Inflation reached its highest level in decades during this period. Although there was a rebound in 2021, global economic growth decreased from 6.0% in 2021 to 3.2% in 2022. The average of 2022 inflation rate was 8.8%, exceeding the average rate of the past decade.

Despite these challenges, Indonesia managed to maintain its recovery and strengthen its economy in 2022. The country's abundant resources allowed it to benefit from increasing commodity prices. Supported by improved investment and government spending, Indonesia's economy continued to grow at an accelerated pace. According to the Central Statistics Agency, the Indonesian economy expanded by 5.72% compared to the previous year, maintaining its positive growth trend.

The prolonged Russia-Ukraine conflict resulted in soaring commodity prices in 2022, leading to Indonesia achieving its highest export earnings in that year. Although exports began to slow down towards the end of 2022, the resilient domestic demand is expected to mitigate the impact on the economy.

Global and National Coal Industry Overview

The global coal market experienced significant disruptions in 2022, leading to soaring prices and a record-breaking demand of over 8 billion tonnes. The Russia-Ukraine conflict played a major role in altering coal trade dynamics and supply patterns during this period.

Various factors, such as higher coal prices, increased adoption of renewable energy and energy efficiency measures, and weakened global economic growth, limited the overall growth in coal demand. In China, which accounts for more than half of global coal consumption, strict COVID-19 lockdowns and extreme weather conditions impacted economic activity and coal demand. China faced both drought and heatwaves, which led to a surge in coal burning for electricity to meet the rising demand for air conditioning.

Indonesian coal prices reached their highest levels in 2022 due to supply disruptions caused by the Ukraine conflict and other supply and demand issues in the global energy industry. The average price for GAR 4,200 kcal/kg coal was USD 85.70 per ton in 2022, significantly higher than the previous year.

Factors Influencing the Business Performance

The volatility of coal prices can have significant implications for the financial and profitability performance of companies and regions involved in the coal industry. Fluctuating prices can directly impact revenue, profit margins, and the cost structure of coal companies. The

measurement through financial ratio analysis provides insights into the financial and profitability performance of companies, and it is very beneficial for the company in evaluating the impact of coal price volatility, as well as cost controlling.

Source: *https://www.investing.com/commodities/newcastle-coal-futures-streaming-chart*

In today's globalized world, business success and a company's competitive position are the two most important indicators of a company's success. The company's financial condition and performance should be measured and evaluated to maintain a competitive advantage. Operational efficiency is another key factor in a company's ability to maintain a competitive advantage. To gain a competitive advantage in the market, management should conduct business as effectively and efficiently as possible (Sari, 2019); positive growth opportunities that increase the economic value of the company should be sought. Therefore, understanding how numerous factors affect a company's economic value, as reflected in its stock price and profitability, is critical to both management decisions and investment opportunities.

Analyzing a company's financial metrics is critical to gaining a better understanding of a company's financial performance and its competitive advantage in the industry. Financial indicators commonly used to measure a company's financial performance are return on assets, debt-to-equity and debt-to-asset ratios, asset turnover, current ratio, profit margin, return on equity, market return, and return on stock.

To demonstrate the impact of the above factors on company performance, this study chooses a coal mining company in PT. Indo Tambangraya Megah Tbk (ITMG). A coal mining company was deliberately chosen for this study because it contributes significantly to Indonesia's economic growth; it also faces intense competition in both domestic and international markets. Coal is an important energy source and plays a vital role in power generation. As minerals and natural springs are valuable assets that support the development of the country (Kotijah, 2012), the mining industry has become one of the pillars of the country's economic development and claims to be the largest contributor to the country's government revenue (Ramadhan, 2012). 2019). Indonesia is one of the largest coal producers and exporters, relying on the commodity to power the country's economy. According to Hasan (10AD), Indonesia ranks fifth among

world coal producers with an estimated annual production of 386 million tonnes and coal reserves estimated at 5.5 billion tonnes.

Mining companies in Indonesia play a vital role in promoting Indonesia's commodity export activities and attracting foreign investors to invest in Indonesia (Economic Indicators BPS, 2020). The influx of foreign investors has contributed to the rapid growth of Indonesia's mining industry for decades. Indonesia's coal reserves total 37 billion tonnes and are estimated to last up to 62 years if mining activities continue, the Energy and Natural Resources Ministry (ESDM) said. The purpose of this study is to analyze the financial performance of one of the largest coal mining companies in Indonesia. Indo Tambangraya Megah Tbk (ITMG) had a last reported market capitalization of Rs 26.6 trillion (Yahoo Finance, 14 June 2023). Products produced by ITMG include medium to high thermal coal with a calorific value of 4,300 – 6,300 kcal/kg. ITMG recently reported coal production of 16.6 million tonnes in 2022 and sales of 18.9 million tonnes.

The publicly listed coal mining company does have several competitors in the mining industry, both in the domestic and international market. To analyze ITMG's relative financial performance, PT. Adaro Energy Indonesia Tbk (ADRO) was selected as ITMG's closest competitor, as ADRO's business structure is most similar to ITMG's and operates in the same industry. ITMG was formally incorporated in 1987 and has been listed on IDX since 2007 (2021 annual report). As an Indonesian energy company with an expanding business scope, ITMG integrates the extraction, processing, and logistics of energy commodities. The company produces various grades of thermal coal, which it then sells to a large and diverse customer base in the Asia-Pacific region.

Company in Brief

PT Indo Tambangraya Megah Tbk. (ITM) is an Indonesian energy company that was established in 1987. It operates in various aspects of the coal industry, including mining, processing, logistics, and sales. ITM is committed to enhancing productivity and cost efficiency while maximizing the value of the coal value chain. It also engages in supporting activities such as coal terminal operations, port loading facilities, power plant operations, and working with mining contractors.

To adapt to the global shift towards renewable energy sources, ITM is diversifying its business and strengthening its core. One of its initiatives is the development of a Solar Hybrid Plant, which marks the beginning of its future energy ventures. ITM aims to improve the quality and affordability of its products and services by leveraging digital technology, prioritizing employee well-being and inclusivity, and engaging with the surrounding community. The company recognizes the importance of transforming work culture, mindset, and behaviors to thrive in the digital era.

ITM's vision is to be a leading Indonesian energy company that emphasizes technology, innovation, inclusion, and sustainability. It aspires to uphold Environmental, Social, and Governance principles while consistently striving for operational excellence.

1. LITERATUR REVIEW

Important measures of a company's success in achieving profitability and financial sustainability are sourced from the company financial statements (Demmer, 2015). Financial ratios computed from these financial statements are, in fact, powerful decision-making tools. Ratio analysis helps to quantify the risk and growth factors of a firm, supporting investors in making strategic investment decisions as it provides a more comprehensive measure of performance (Arkan, 2016). Companies listed on stock exchanges publish annual financial reports, allowing investors to gain a better understanding of the firm's business performance by performing a thorough financial analysis. Narayan and Reddy (2016) stated that studying the relationship between financial ratios and stock performance has been a prevalent subject for numerous studies in the finance field until today.

To evaluate the success of a company in enhancing firm value, analysts often use financial performance measures as the main indicators (Katja, 2009). According to Benjalux (2006) performance measures are the fundamentals in determining a company's economic worth which is useful for investment decision-making.

This study focuses on the coal mining sector in Indonesia by analyzing ITMG, a publicly listed coal mining company in Indonesia. This study examines what has been shown in previous studies on financial performance and stock returns, but which apply to different industries. Five key financial metrics that affect a company's value or stock price are typically measured: profitability, efficiency, liquidity, and solvency. Research conducted by Asmirantho & Somantri (2017) examines the effect of liquidity, solvency, profitability and market ratios on the stock price of a coal company listed on the Indonesia Stock Exchange during the period 2012-2016. The study incorporates Current Ratio (CR), Debt-to-Equity Ratio (DER), Total Assets Turnover (TATO), Return on Equity (ROE), and Earnings per Share (EPS).

Financial statements

The definition of financial statements in Financial Accounting Standards, according to the Institute of Indonesia Chartered Accountants/IAI (2015), is a structured presentation of an entity's financial position and financial performance. A balance sheet, income statement, and cash flow statement are all common components of financial statements. The report used in this study is the financial statement from the company's annual report for 2018–2022.

Ratio Analysis

Ratio analysis in this study aims to analyze ITMG financial performance relative to ADRO (ITMG's closest competitor) and the coal mining industry in Indonesia. The financial ratios included in the analysis are Return on Assets, Return on Equity, Gross Profit Margin, Current ratios, Debt Equity Ratio, Debt to Asset Ratio, and Asset Turnover.

Return on Equity (ROE), Return on Asset (ROA), and Gross Profit Margin (GPM) are profitability ratios most frequently used to analyze a company's financial performance and as

well as to predict stock prices or stock returns. According to Ristyawan (2019), the company's ability to generate profits for shareholders can be analyzed by interpreting its ROE. The higher the ROE, the more efficient a company is in utilizing the shareholders' capital to generate profits. ROA is also a useful profitability measure that assesses the ability of a company in utilizing assets to generate profits. GPM indicates how much profit a company makes after paying off its COGS. It measures the efficiency of a company using its raw material and labour during the production process.

Liquidity ratios are used to measure the company's ability to pay off short-term obligations at maturity and its operational activities (Hermanto & Agung, 2015). Chritianto & Firnanti (2019) state that a high Quick Ratio indicates that the company is highly capable in financing its short-term obligations and more able to distribute dividends to investors, increasing the investors' confidence in their capital invested in the company. An efficiency measure commonly used by analysts is asset turnover, which measures a company's efficiency in utilizing their assets base for revenue generation.

Financial ratios generally used to indicate a company's solvency and the degree of leverage are debt-to-asset ratio (DAR) and debt-to-equity ratio (DER). The higher the proportion of debt relative to asset, the greater the financial risk borne by the company. A higher financial risk will result in investors demanding a higher return, which would increase the company's overall cost of capital. As for a company's proportion of debt to equity, it indicates the extent to which the company can fulfill its obligations with capital as collateral (Kurniawan, 2021).

DuPont Analysis

The DuPont analysis, developed by DuPont in the 1920s, provides a framework for evaluating a company's fundamental performance. This analytical technique proves valuable in breaking down return on equity (ROE) to gain a deeper understanding of the primary drivers of a company's profitability. As elucidated by Blumenthal (1998), the DuPont model aids in visualizing financial information and serves as a helpful tool for comprehending the impact of operating, financing, and investment decisions on a firm's financial performance (Melwin et al., 2014; Voorhis, 1981).

The DuPont framework focuses on three key financial components that influence return on equity (ROE): operational efficiency, asset utilization efficiency, and financial leverage. Operational efficiency is evaluated by dividing the net profit margin or net income by total sales or revenue. Asset utilization efficiency is measured through asset turnover. Leverage is assessed by utilizing equity multiples, which involve dividing average assets by average equity, or can also be estimated using the debt-to-equity ratio.

2. METHODOLOGY

Data Collection

This study employed a quantitative approach followed by secondary data collection techniques. Coal mining companies listed in IDX is selected as the population data. The sample data uses ITMG, a publicly listed coal mining company in Indonesia. First, this research will analyze

ITMG financial performance by comparing ITMG financial performance position with its closest competitor by applying ratio analysis. This study uses financial ratio to measure the company's financial performance. Financial ratio became a basic tool, indicator, and norm to measure company performance (Barnes,1987).

Sample Size

The sample examined consists of 5-year financial reports of ITMG (from 2018 to 2022). These annual financial reports will then be compared against ADRO, which is also listed in IDX, as one of its closest competitors in the coal mining sector.

Variables of Study

Table 1 – List of Variables Study:

$Return\ on\ Assets = \frac{Net\ Income}{Average\ Total\ Assets}$	Profitability indicator relative to its total assets
$Return\ on\ Equity = \frac{Net\ Income}{Shareholders'Equity}$	A measure of management effectiveness in utilising company's assets to generate profits
$Gross\ Profit\ Margin = \frac{Gross\ Margin}{Net\ Sales\ Revenue}$	An indication of how much profit a company makes after paying off its COGS, to measure the efficiency of using raw material and labor during the production process
$Current\ Ratio = \frac{Current\ Assets}{Current\ Liabilities}$	An indication of a company's ability to pay short-term obligations or those due within one year
$Debt\ to\ Equity\ Ratio\ (\%) = \frac{Total\ Debt}{Shareholders'Equity} \times 100\%$	Measurement to indicate the relative proportion of debt to shareholders equity utilised to finance the assets of the company
$Debt\ to\ Assets\ Ratio\ (\%) = \frac{Total\ Debt}{Total\ Assets} \times 100\%$	Measurement of company's fianncial leverage
$Total\ Asset\ Turnover = \frac{Net\ Sales}{Average\ Total\ Assets}$	Indicator of total asset efficiency in generating revenues; representing cost advantage and competitive advantage in utilizing assets

3. FINDINGS AND DISCUSSION

ITMG Financial Performance Analysis

Coal prices reached their highest level in September 2022, at USD 457.8/ton. This was largely due to greater demand for fuel and electricity as countries slowly exited more stringent Covid-19 restrictions as well as fallout from the Russia-Ukraine war.

Despite the price of coal strengthening in 2022, ITM continued to maintain prudential cost management practices and strive to produce even more innovations to ensure business sustainability and resilience regardless of the uncertainties of the future.

Table 2 – ITMG Income Trend from 2018 – 2022

ITMG	2018	2019	2020	2021	2022
Revenue Growth	19%	-15%	-31%	75%	75%
Net Income Growth	2%	-51%	-70%	1157%	152%
EBIT Growth	11%	-58%	-42%	661%	113%
Net Profit Margin	13%	7%	3%	23%	33%

ADRO	2018	2019	2020	2021	2022
Revenue Growth	11%	-5%	-27%	58%	103%
Net Income Growth	-11%	-9%	-63%	547%	175%
EBIT Growth	-6%	-31%	-54%	436%	182%
Net Profit Margin	13%	13%	6%	26%	35%

ITM's Net Revenue in 2022 was derived mainly from coal sales, as well as services provided to third parties, including heavy equipment rental to third parties from its mining contractor business. Net Revenue in 2022 booked an increase of 75%, from USD 2.1 billion in 2021 to USD 3.7 billion. This growth was due to an increase in coal sales of USD 1.5 billion, 76% throughout 2022.

In 2022, ITM booked an Operating Profit of USD 1.19 billion, soaring by 152% from USD 475.3 million in 2021. The increased coal prices was the main contributor to this growth.

ITMG has recovered significantly in 2021 compared to previous years, experienced exponential positive growth in net income by 1,157%, and improved by 152% in 2022 as shown in table 2. The impact of drastic changes as a result of a global pandemic is optimistic for ITMG, which is evident in the drastic income growth in the last financial year. The significant variations in ITMG's income is most likely due to the fluctuations in the commodity market for the past 5 year. The spike in commodity price during the pandemic also substantially contributed to the exponential revenue growth that ITMG experienced in 2021 and 2022.

Table 3 – Summary of ITMG and ADRO average financial ratios

Table 3 illustrates the key financial ratios that indicate ITMG relative financial performance and position over the 5-year-period from 2018 to 2022. From 2020 to 2021, the company ROE and ROA grew significantly. In comparison to the closest competitor (ADRO), ITMG still outperformed its competitor. In the past 5 years, ITMG has maintained positive ROA and ROE, indicating that the management has efficiently managed the company asset base and investor's capital to generate returns for the capital providers. In particular, ITMG successfully achieved a 61.5% of ROE, outperforming ADRO in 2022. In terms of financial leverage, ITMG maintained a consistent proportion of debt financing as indicated by the stable debt-to-equity ratio over the past 5 years, at 2.13 on average. A relatively low proportion of debt implies that ITMG is financed more on equity, so that the company is less financially risky compared to the overall mining industry and its competitor. Furthermore, ITMG's current ratios have been consistent at 2 on average for the past 5 years which shows that the company has no issues in servicing short-term obligations. As well as the ITMG's asset turnover ratio (TATO) is outperformed compared to its competitor. Meanwhile, the GPM is relatively at the same level.

Financial Ratios		2018	2019	2020	2021	2022	5-Year Avg.
Return on Assets (ROA) – %	ITMG	17.9	10.5	3.3	28.5	45.4	21.1
	ADRO	6.8	6.0	2.5	13.6	26.3	11.0
Return on Equity (ROE) – %	ITMG	26.7	14.3	4.5	39.6	61.5	29.3
	ADRO	11.0	10.9	4.0	23.1	43.4	18.5
Gross Profit Margin (GPM) – %	ITMG	29.1	19.0	16.8	44.1	52.1	32.2
	ADRO	33.4	27.9	22.7	44.3	57.4	37.1
Current Ratio (CR) – %	ITMG	1.97	2.03	1.98	2.71	3.26	2.39
	ADRO	1.96	1.71	1.51	2.08	2.20	1.89
Debt to Equity (DER) – %	ITMG	-	1.20	5.13	2.97	1.33	2.13
	ADRO	29.17	26.55	15.95	17.26	12.42	20.27
Debt to Assets (DAR) – %	ITMG	33.00	27.00	27.00	28.00	26.00	28.20
	ADRO	20.27	27.12	23.39	21.06	14.59	21.29
Total Assets Turnover (TATO) – times	ITMG	1.39	1.42	1.02	1.25	1.38	1.29
	ADRO	0.51	0.48	0.40	0.53	0.75	0.53

DuPont Analysis of ITMG Financial Performance

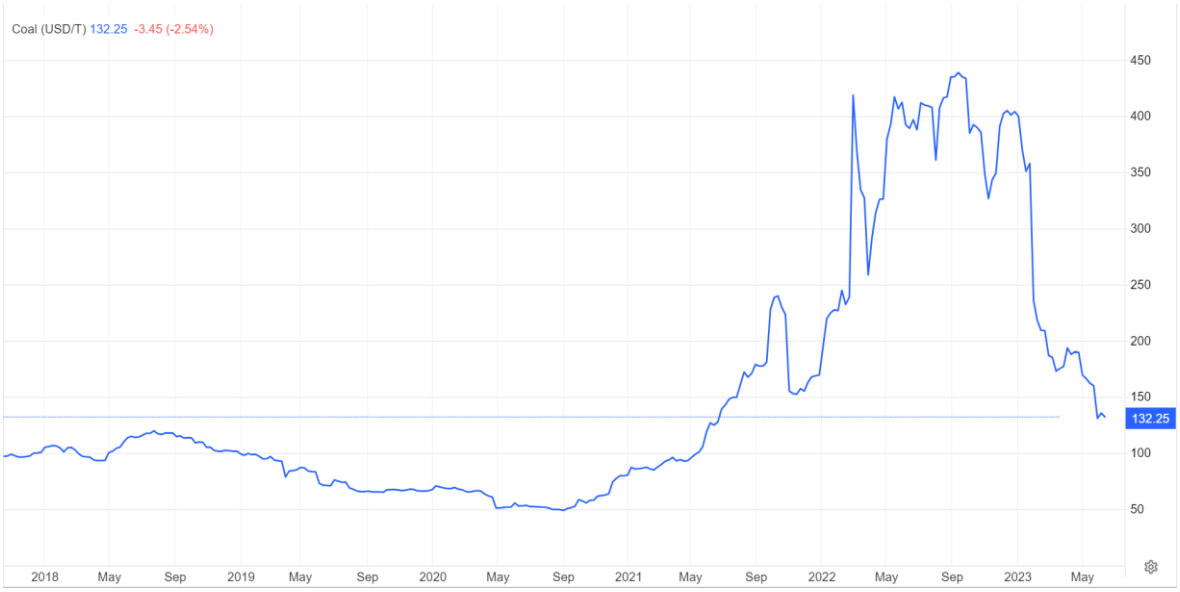
Return on equity (ROE) assesses whether the company can provide returns for shareholders (Asmirantho & Somantri, 2017). As highlighted by Chritianto & Firnanti (2019), ROE examines the extent to which a company uses its resources to provide profits. The higher the ROE value of a company indicates that the company uses its resources (equity) well to generate maximum return. Return on equity of ITMG experienced remarkable growth over the last 5 financial years from 26.7% to 61.5%. In particular, ITMG's ROE improved substantially in 2021 by 35.0% from 2020 and by 21.9% in 2022 from 2021. This surge in ROE may be supported by the improvement of both asset turnover ratios and net income in the most recent

financial year. Deconstructing ITMG's ROE further by applying the DuPont Framework Analysis into three main aspects:

1. Operating efficiency – Operating efficiency is represented by the profit margin ratio (net income divided by total revenues). As shown in Table 2, ITMG profit margin grew significantly from 2020 to 2021 (from 3% in 2020 to 23% in 2021), as well as from 2021 to 2022 (from 23% in 2021 to 33% in 2022). The increase can be explained by the increasing trend of overall revenues owing to the bullish commodity market in the last financial year.
2. Financial Leverage – The debt-to-equity ratio is an indicator of the financial leverage of a business. The higher the ratios of debt-to-equity, the greater the financial leverage and the risk of bankruptcy. The average debt-to-equity ratios for the past 5 years for ITMG is 2.13, and the most recent financial year at 1.33, lower compared to the prior year. From table 2, it can be seen that ITMG is financed less on debt, as shown by the overall decreasing trend in debt-to-equity and debt-to asset ratios.
3. Asset use efficiency – Asset use efficiency is measured by the asset turnover ratio (i.e., TATO). The ratio is relatively high compared to ADRO, ITMG improved its production reflected to its revenue from 2020 to 2021 and keep consistent in 2022 which may contribute to the growth in 2021-2022 ROE, even the other supply chain challenges due to unfavorable weather, labor and equipment supply constraint, outbreak of COVID-19.

The remarkable improvement in ROE is largely affected by a market factor– a surge in commodity prices in the market (Figure 2) – which increases ITMG's total revenues and profit and the higher contribution of production. The DuPont framework pinpoints the main drivers of ITMG's ROE, particularly in 2021. The analysis reveals that the exponential growth in 2021's ROE is least likely to be affected by highly efficient asset utilization nor increase in financial leverage. The bullish commodity market, increase in commodity price, contribute largely to the improvement in ITMG's profit, and in turn, increases its ROE ratio.

Figure 2 – Coal price trend for the last 5 years



Source: *https://tradingeconomics.com/commodity/coal*

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After conducting a comparative analysis of ITMG's financial performance, this study concludes that the company has demonstrated commendable financial performance, particularly in terms of generating positive returns and maintaining a moderate level of liquidity. This is evident from the increasing profitability ratios and the stable proportion of debts over the past five fiscal years. By employing DuPont ratio analysis, the researcher was able to ascertain whether the three fundamental factors, namely operating efficiency, asset-use efficiency, and financial leverage, are the true drivers behind ITMG's positive returns. The analysis reveals that the surge in commodity prices due to a macroeconomic shock, specifically the COVID-19 pandemic, is the primary reason for ITMG's enhanced profitability. Additionally, an increase in production compared to the previous year also contributed to this improvement.

Recommendations

When analyzing the financial performance of coal mining companies, it is important for investors to take into account external factors that can influence their operations. These factors include trends in supply and demand within the industrial sector, macroeconomic conditions, the political climate, and the volatility of commodity prices. Lev and Gu (2016) discovered that the usefulness of financial information declined significantly from 2003 to 2013, as more companies began relying on non-GAAP earnings information. Therefore, investors should be diligent in gathering the appropriate information, both financial and non-financial, from both internal and external sources, to make well-informed investment decisions.

To ensure the profitability of ITMG and maintain its financial health, it is crucial to consistently focus on optimizing asset utilization and efficiency, as well as carefully managing financial leverage. The findings also indicate the importance of continuous efforts to enhance asset effectiveness and cost efficiency in order to sustain profitability. Additionally, the company's ability to effectively control financial risks remains a top priority for maintaining sustainable profitability metrics.

Theoretical Implications

The study offers valuable insights into the current comprehension of analyzing financial performance and assessing the competitive position of companies within the market. The discoveries of this study present crucial lessons regarding the primary drivers of equity returns and profitability within Indonesia's coal mining industry. Previous research has demonstrated that factors like liquidity, leverage, asset efficiency, and profitability can influence stock returns either positively or negatively. However, this study revealed that none of these factors significantly affected the returns of coal mining companies' shareholders. It is recognized that external elements such as macroeconomic shocks will eventually alter the supply and demand trends in the market, exerting a greater influence on fluctuations in stock prices than the financial fundamentals of the company.

Other studies have shown that these and similar factors (leverage and asset turnover) can affect a company's profitability. The findings of this study are consistent with previous research on the impact of corporate fundamentals on profitability in various industry sectors.

Practical Implications

The study's findings offer valuable insights for market stakeholders and investors, guiding their decision-making and financial performance assessment in the Indonesian coal mining industry. In an unpredictable industry like extractive operations, it is crucial to adopt an approach that combines internal and market perspectives when evaluating a company's financial performance. Understanding both macroeconomic and fundamental factors plays a significant role in strategically analyzing the financial performance of resource companies. Furthermore, gaining a deeper comprehension of market and company fundamentals facilitates the development of more advanced economic models for predicting the financial performance of relevant companies. This model refinement proves beneficial for two main purposes: (1) aiding stakeholders in making investment decisions; and (2) directing management's focus towards key aspects that contribute to the company's value creation. It is important to consider external factors such as the political climate, economic fluctuations, and trends in interest rates and inflation when making investment decisions, in addition to assessing financial performance. Regarding the financial performance analysis of ITMG, it is recommended that the company innovates in the efficient utilization of resources for coal production, as it is a primary income source, in order to enhance ITMG's economic value. Assuming successful improvements in coal production and asset utilization efficiencies, alongside a stable capital structure, ITMG can expect increased profitability and positive returns in a favorable commodity market.

Limitations

There exist additional undisclosed factors that can greatly influence the profitability of coal mining companies and the stock prices in the market. These factors include fluctuations in coal prices, macroeconomic conditions, and weather-related elements, particularly rainfall, which holds notable importance in the coal mining industry.

Future research may further examine how these external factors affect a company’s profitability since most companies operate in a volatile and dynamic market environment.

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Leading Through Disruption: School Leaders' Role in Crisis Management and Recovering the XYZ School in the Post-COVID-19 Era

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ABSTRACT

This conceptual paper examines the role of school leadership in crisis management and the recovery of the XYZ School in the post-COVID-19 era. It explores the specific challenges faced by school leaders at the XYZ Intercultural School and their strategies for effectively managing crises and rebuilding the institution. By addressing the limited research in this particular area, this study fills a gap by providing insights into the unique context of the XYZ School.

Through a synthesis of existing literature, qualitative research findings, and empirical evidence, this paper presents a comprehensive understanding of the pivotal role of school leadership in crisis management and school recovery. The proposed research framework highlights critical dimensions of school leadership, including strategic decision-making, communication, stakeholder engagement, and fostering resilience, and their impact on the XYZ School's recovery.

While this conceptual paper offers valuable insights and a research framework, further empirical studies are necessary to validate and expand upon the proposed propositions. Future research should examine the effectiveness of specific leadership practices in crisis management in the long run.

This study underscores the significance of school leadership in navigating crises, rebuilding the XYZ School, and fostering resilience in the post-COVID-19 era. It guides policymakers, educators, and the rest of the XYZ school communities to enhance leadership practices, facilitating the school's recovery and future success.

Keywords: Disruption, Education, Crisis Management, Transformational Leadership

INTRODUCTION

The COVID-19 pandemic caused significant disruptions to children's education, with school closures lasting approximately eighteen months. As the world transitioned into the post-pandemic era in 2021-2022, many schools in Jakarta still need to be more open to resuming in-person learning (Statistik Sektoral Provinsi DKI Jakarta, 2022), despite encouragement from the Indonesian Ministry of Education and UNICEF (UNICEF, 2021). However, XYZ School emerged as a pioneering intercultural school in Jakarta, being among the first to open its doors and safely bring children back to the classroom.

During the pandemic, XYZ School also underwent a rigorous accreditation process from the International Baccalaureate Organization (IBO), demonstrating its commitment to maintaining high educational standards. Remarkably, despite the challenges posed by the pandemic, the school experienced a notable increase in student enrollment, becoming a sought-after choice for families seeking quality intercultural education in Jakarta.

In light of XYZ School's successful efforts in reopening and navigating the challenges of the pandemic, it is crucial to examine the factors that contributed to its ability to resume operations and attract a growing number of students swiftly. This extended abstract explores the leadership practices and decision-making processes employed by the Head of School, High School Coordinator, and Head of Business Office at XYZ School in the post-pandemic era.

By investigating the roles and leadership practices of these key school leaders, this research sheds light on the strategies and approaches that facilitated XYZ School's successful reopening and growth during a challenging period. Furthermore, it aims to understand the impact of their leadership practices on crisis management, student outcomes, financial perspective, and the overall recovery of XYZ School.

The findings from this study will provide valuable insights for educational leaders, policymakers, and practitioners seeking to navigate the complexities of reopening schools and ensuring a safe and effective learning environment in the post-pandemic era. It will also contribute to the existing knowledge base on effective leadership practices in times of crisis and inform future decision-making in the field of education.

In light of this, the following question arises: What were the leadership practices and decision-making strategies employed by the Head of School, High School Coordinator, and Head of Business Office enabled XYZ School to reopen and grow during the post-pandemic era successfully?

COMPANY BACKGROUND

XYZ School is a prestigious educational institution providing exceptional education since its establishment in January 1990. Fully authorized by the Indonesian Ministry of Education, XYZ School caters to both expatriates and Indonesian citizens, offering a comprehensive educational program from Pre-Kindergarten through Grade 12.

As an independent and co-educational day school, XYZ School is dedicated to maintaining the highest academic excellence and holistic development standards. The school's commitment to quality education is evidenced by its membership in the East Asia Regional Council of Schools

(EARCOS). This esteemed organization promotes excellence in education throughout the region.

XYZ School has also received accreditation from the Accrediting Commission for Schools of the Western Association of Schools and Colleges (WASC), further demonstrating its adherence to rigorous educational standards. This accreditation affirms the school's commitment to continuous improvement and ensures that it meets or exceeds the criteria for quality education. In recognition of its dedication to academic rigor and global education, XYZ School attained a remarkable achievement in 2020 by becoming an accredited International Baccalaureate (IB) Continuum School. Accreditation was granted for its exceptional implementation of the Primary Years Programme, Middle Years Programme, and Diploma Programme. These changes aim to prepare students to become lifelong learners, critical thinkers, and responsible global citizens, ensuring their readiness for future challenges and opportunities.

RESEARCH QUESTIONS, FRAMEWORK, AND HYPOTHESES

1.1 Research Questions

This study aims to address the following research questions:

Q1. How effective is the role and leadership practice of the Head of School in recovering the XYZ School during the post-pandemic era?

Q2. What is the effect of the Diploma Programme Coordinator's role on student outcomes during the post-pandemic era?

Q3. How effective is the Head of Business Office's leadership practices in increasing the financial stability and enrollment success of XYZ School after the pandemic era?

1.2 The Research Framework

Numerous studies support the significant relationship between a leader's role and their chosen leadership practices. Therefore, there will be three hypotheses formulated using the framework below:

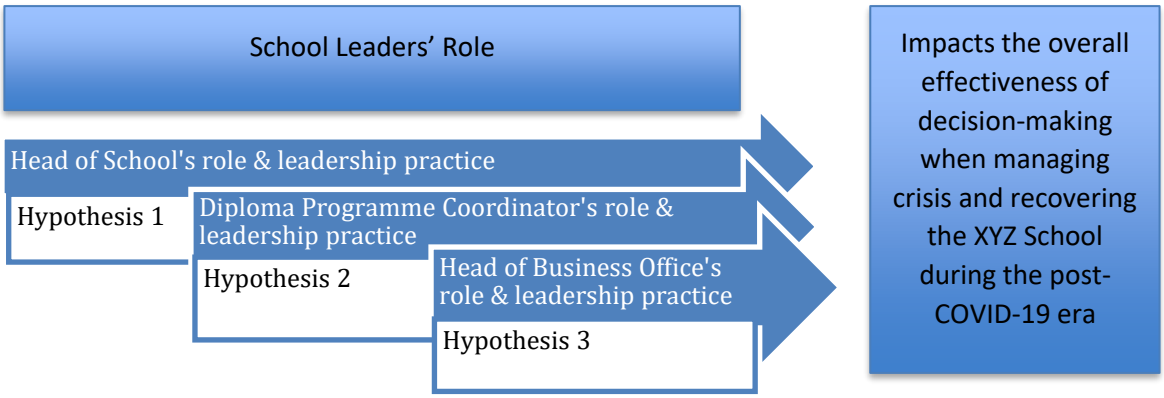

Figure 1.2: Hypotheses Framework

1.3 Hypotheses

Based on the research questions and the framework above, below are the hypotheses for this study:

H1. The role of the Head of School positively influences bite-sized decision-making needed to recover the XYZ School and get the community back on board.

H2. The role of the Diploma Programme Coordinator significantly impacts the student outcomes and the overall effectiveness of the high school at XYZ School.

H3. Head of Business Office contributes to effective financial planning and resource management at XYZ School.

These hypotheses propose that the specific leadership practices exhibited by the Head of School, Diploma Coordinator, and Head of Business Office directly impact their respective areas of responsibility at XYZ School. The hypotheses suggest that the presence of Adaptive Leadership practices by the Head of School will influence curriculum-changing decision-making, Transformational Leadership practices by the Diploma Coordinator will impact high school operations and student outcomes, and Distributed Leadership practices by the Head of Business Office will contribute to effective financial planning and resource management. By testing these hypotheses, the study examines the relationship between leadership practices and their outcomes within the context of XYZ School.

2. RESEARCH METHODOLOGY

2.1 Research Design

This study will employ a qualitative research design to gain an in-depth understanding of the roles and leadership practices of the Head of School, High School Coordinator, and Head of Business Office at XYZ School in the post-pandemic era. Qualitative methods will allow for a comprehensive exploration of their experiences, perspectives, and behaviors.

2.2 Data Collection

For the primary data, semi-structured interviews will be conducted with the Head of School, Diploma Programme Coordinator, and Head of the Business Office. These interviews will provide an opportunity to delve into their roles, leadership practices, decision-making processes, and experiences during the post-pandemic era. The interviews will be audio-recorded with the participant’s consent.

This study will also collect secondary data from the student enrollment data, learning progress report, and accreditation success report from the International Baccalaureate Organization. The school's name will remain confidential, and the school name on the document will be edited as the XYZ school.

CONCLUSION

If the hypotheses are proven correct, the findings from this research will lead to the following conclusions:

1. Adaptive Leadership practices were implemented by the Head of School to positively influence crisis management and recovery efforts at XYZ School through flexibility, and adapting to multiple changes during the post-pandemic, to promote successful recovery of the school.
2. The Diploma Programme Coordinator implemented transformational leadership practice, positively impacting crisis management and recovery at XYZ School by motivating, supporting emotions, and guiding the school community toward curriculum changes and positive outcomes.

The Head of the Business Office utilized the Distributed leadership practice to contribute positively to crisis management and recovery at XYZ School through effective financial planning and resource management to maintain student enrollment and engagement.

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6th International CEO Communication, Economics, Organization & Social Sciences Congress

Analysis Financial Performance of Pt. Unilever Indonesia Tbk Before and After Economy Crisis 2017 – 2022

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ABSTRACT

For the last three years, almost every country on the earth has been affected by the COVID-19 pandemic, which is incredibly contagious. As a result, several countries are experiencing economic crises. In practically every country, including Indonesia, the coronavirus pandemic affected all industrial sectors except consumer goods. The public still requires and purchases daily necessities, so the performance of consumer goods companies is not significantly impacted. Sales might be declined, but the change was not significant. PT Unilever Indonesia Tbk (UNVR) was one of the companies that was not significantly affected by the pandemic. Consequently, the goal of this study is to assess the financial performance of UNVR and apply the paired t-test to determine if there is a statistically similar or have insignificant difference between financial performance before and after the economic crisis. The data were taken from twelve periods of UNVR financial reports: before (Q1 – Q4 2017 to Q1 – Q4 2019) and after the crisis (Q1 – Q4 2020 to Q1 – Q4 2022). The results demonstrated that liquidity, solvency, profitability, and activity have no significant difference between before and after the pandemic.

Keywords: Financial Ratios, Paired t-test, Economic Crisis, and Consumer Goods

INTRODUCTION

In December of 2019, a COVID-19 was found in mainland China, a fact that is widely known by the vast majority of people around the world. For the last three years, from 2020 to 2022, every continent in the world was affected by this extremely contagious disease, with more than one million cases recorded in more than two hundred countries globally.

The COVID-19 pandemic affects all industries in almost every country, including Indonesia. The COVID-19 virus was thought to have entered Indonesia in mid-March 2020 after originating in China. Most Indonesian provinces implemented strict social restrictions soon after the warning was issued. It impacts both the health and economic sectors. The pandemic has impacted the community's way of life by extending operational hours and fieldwork involvement, causing widespread layoffs, and decreasing public consumption, resulting in negative effects on economic growth. The impact of the pandemic on consumer goods, being daily necessities, was minimal.

Tambunan (2020) found that investors are choosing to invest in stocks from the consumer, telecommunications (data and towers), and health (pharmaceuticals and hospitals) sectors during the COVID-19 pandemic. This supports Maslow's (1970) theory that fulfilling basic physiological needs is crucial, particularly in times of economic instability.

Figure 1 demonstrates that in 2020, as a result of regulations imposing extensive social limitations, economic growth plummeted to -2,07 percent.

Figure 1 : Indonesian Economic Growth
Source : Central Bureau of Statistics (2022)

The Kantar Report on Indonesia's FMCG Industry in 2022 highlights its significant contribution to the country's economy as a large-scale industry. Increased purchasing power due to higher income and urbanization are key drivers of growth in the sector. This industry experienced minimal impact during the COVID-19 pandemic. The FMCG market value in Indonesia rose by 5.9% in Q3 2022 compared to the same period in the previous year.

The Indonesian FMCG market has grown rapidly due to increasing population demand and changing lifestyles. It is now one of the fastest-growing FMCG markets in Southeast Asia. Since 2018, FMCG products have accounted for almost 20% of total household expenditures in Indonesia. During Q4 2021, the average consumer spending per trip increased in all FMCG segments in the country, with the food segment showing the highest change. In Q4 2021, traditional trade held a 68% market share as the primary distribution channel for FMCG products in the country. The FMCG sector in Indonesia is controlled by global and local companies. Unilever Indonesia and other global corporations have expanded the personal care and food product offerings for Indonesian consumers.

The Indonesian FMCG market remains strong despite the COVID-19 pandemic, based on consumer behavior. The average number of items purchased per trip increased in all FMCG segments during this period, with the home care segment showing the highest growth.

Company Profile of PT Unilever Indonesia Tbk

PT. Unilever Indonesia Tbk (UNVR) was established as Lever's Zeepfabriken N.V. on December 5, 1933 and later renamed to PT. Unilever Indonesia in 1980. Unilever Indonesia became a publicly traded company in 1981 and its shares were listed on the Jakarta and Surabaya Stock Exchanges on January 11, 1982. Currently, UNVR is one of Indonesia's leading Fast Moving Consumer Goods companies and the eighth largest company on the IDX by market capitalization.

Home & Beauty Personal Care and Foods & Refreshment are the two major divisions of UNVR's business. UNVR has accompanied and contributed to Indonesian societies for nearly 90 years via Unilever Indonesia's program and product line, which includes world-renowned brands such as Bango, Clear, Dove, Lifebuoy, Lux, Molto, Pepsodent, Rexona, Rinso, Royco , Sunlight Sunsilk, Vaseline, Wall's and many others. Every day, millions of Indonesians all over the country use Unilever Indonesia's brands. In addition to helping people look good, feel good, and get more out of life, these brands communicate the company's commitment to a sustainable future by supporting actions that have positive impacts on the lives of millions of our stakeholders.

1. LITERATURE REVIEW

Financial Ratio

According to (Ross et al., 2010), the financial ratio was a calculation that used variables commonly found on financial statements to assess and measure the performance of each department and manager of a multi-level company, to evaluate the competitiveness of rivals, and to forecast the future by providing historical financial information to potential investors. The financial performance of a firm is a description of the company's financial status through time, both in terms of providing funds and in terms of distributing funds (Rhamadana, 2016). Financial ratio analysis (FRA) is a good way to evaluate a company's performance.

(Megaladevi, 2015). The ratio is a measure of a company's operations on a relative basis. The purpose of financial ratios is to examine financial statements (Brigham et al., 2014).

FRA is based on an accountable analysis of data, particularly the balance sheet, income statement, cash flow statement, and statement of financial position (Cubaque-zorro et al., 2014). According to Ptak-Chmielewska & Matuszyk (2018), evaluating financial performance will help the company to identify its previous financial condition, learn its past mistakes, and maintain every single aspect that had been excellently done by the company in order to perform better in the future. To gain insights of the financial health of a company, financial analysts usually use financial ratio analysis as a tool to evaluate the company's operational efficiency, liquidity, solvency, and profitability through the three financial reports mentioned above (Bloomenthal, 2020). Henry et al., (2012) mentioned that there are five common categories of financial ratios, they are activity ratios or also called efficiency ratios, liquidity ratios, solvency ratios, profitability ratios, and valuation ratios. In this study, only a handful of financial ratios, including profitability ratios, solvency ratios, activity ratios, and liquidity ratios, are used to evaluate the financial performance before and after the pandemic covid-19.

2. CONCEPTUAL FRAMEWORK

The conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001)
In a statistical context, the conceptual framework describes the relationship between an investigation's key concepts. It is organized logically to help provide a picture or visual representation of how the ideas in a study relate to one another (Grant & Osanloo, 2014).

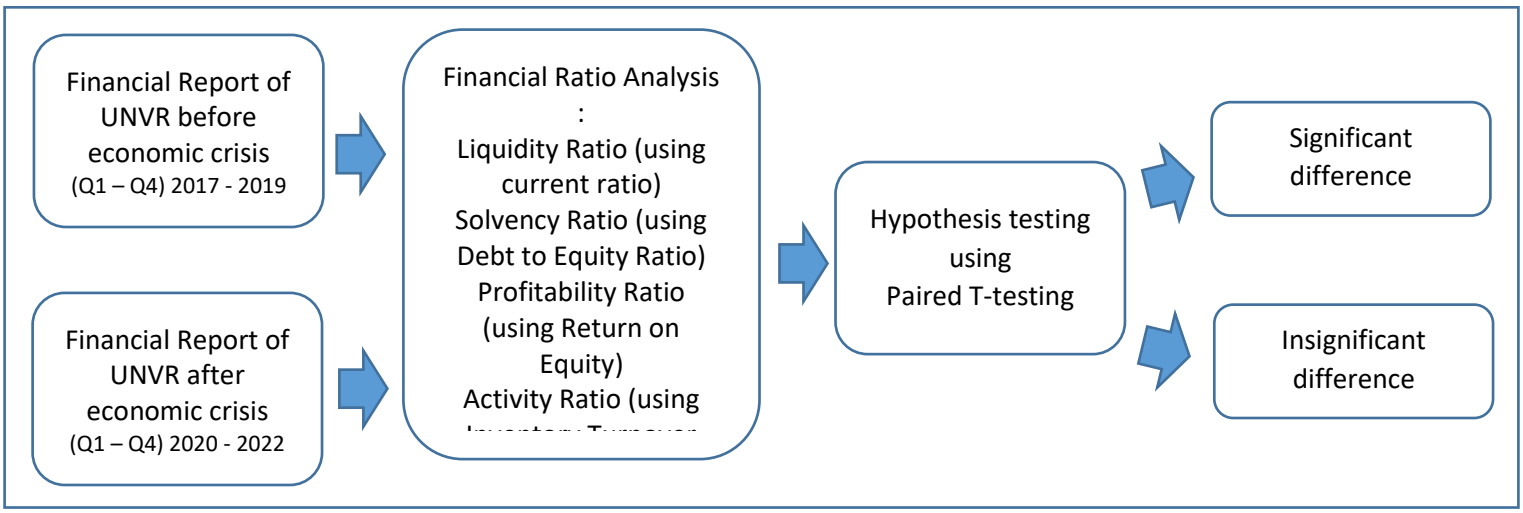

Figure 2 : Conceptual Framework

Source : Daryanto, W.M and Aprilia, O (2021).

The analysis of liquidity ratios, solvency ratios, profitability ratios, and activity ratios will be examined in this study, as illustrated in Figure 4. This study uses the financial report of UNVR before and after the economic crisis as its data source (Q1-Q4, 2017-2022). The paired t-test will be used to determine whether there is similarity or an insignificant difference between before and after the economic crisis.

3. HYPOTHESIS

Developed from the literature review these hypotheses are tested in this research as follow:

3.1 Liquidity ratio

Current Ratio (CR)

H0: There is no significance difference on Current Ratio before and after economy crisis in 2020 - 2022

H1: There is significance difference on Current Ratio before and after economy crisis in 2020 - 2022

3.2 Solvency Ratio

Debt to Equity Ratio (DER)

H0: There is no significance difference on DER before and after economy crisis in 2020 - 2022

H1: There is significance difference on DER before and after economy crisis in 2020 - 2022

3.3 Profitability Ratio

Return on Equity (ROE)

H0: There is no significance difference on ROE before and after economy crisis in 2020 - 2022

H1: There is significance difference on ROE before and after economy crisis in 2020 - 2022

3.4 Activity Ratio

Inventory Turnover (ITO)

H0: There is no significance difference on ITO before and after economy crisis in 2020 - 2022

H1: There is significance difference ITO before and after economy crisis in 2020 - 2022

4. METHODOLOGY

4.1 Research Planning

This is quantitative research, which is the systematic scientific study of parts and circumstances and their interdependencies. Quantitative research seeks to develop and apply mathematical models, theories, or hypotheses pertaining to phenomena (Sekaran and Roger, 2017). Quantitative research methods can be defined as a research method based on positivism that is used to examine specific populations and samples, sampling techniques are generally conducted randomly, data collection uses research instruments, and data analysis is quantitative or statistical to test predetermined hypotheses (Sugiyono, 2013).

4.2 Data Collection

The data which was collected for this research are secondary data. Secondary data are data that have been processed and presented by third parties. In this study, secondary data consists of the financial report of UNVR for Q1-Q4 of 2017-2022. The information obtained from the Unilever

Indonesia's official website: www.unilever.co.id and official website of Indonesia Stock Exchange : www.idx.co.id.

4.3 Data Analysis

This study employs financial ratio analysis and statistical analysis to analyze the data. Analysis of financial ratios reveals the performance of a company over a period of time, using ratios such as liquidity ratio, solvency ratio, profitability ratio, and activity ratio. In addition, a paired t-test was used to determine whether there was similar or have an insignificant difference between the period preceding and following the 2020 - 2022 economic crisis. The paired t-test was conducted using quarterly and annual financial reports as the source of ratio data.

4.3.1 Analysis of Financial Ratios

These are the formulas for the financial ratio analysis variables:

Table 1. Formulation of Financial Ratio

LIQUIDITY RATIO	
Current Ratio	(Current asset/current liabilities) x 100%
SOLVENCY RATIO	
Debt to Equity Ratio	(Total Liabilities/Total Equity) x 100%
PROFITABILITY RATIO	
Return on Equity	(Earning after Tax/Total Equity) x 100%
ACTIVITY RATIO	
Inventory Turnover	(Cost of Goods Sold/ Average of Inventory) x 100%

Source : Subramanyam (2014)

4.3.2 Paired T-test

The paired t-test is used to determine whether there is a significant difference in performance before and after a certain event between two samples that are related (Sekaran, 2017). According to Neil (2010), a paired samples t test is a hypothesis test that determines if the population means of two dependent groups are identical. Initially, the researcher selects a sample of paired observations from both groups. Consequently, each observation in each group is paired with an observation from the other group. The researcher then calculates the difference between each of these paired observations and conducts a one-sample t test using the following formula:

$$t = \frac{\overline{x}_d}{s_d/\sqrt{n_d}},$$

d : the sample mean difference score

S_d : the sample standard deviation of difference scores

n_d : the number of paired observations in the sample (i.e., the number of difference scores).
t-value : the probability whether a difference existed before and after a given event.

This study used the paired t-test to compare the financial performance of UNVR before and after the economic crisis caused by the COVID-19 pandemic to determine if there was similar or have an insignificant difference. The timeline will be divided into two sections, the first using data from Q1 to Q4 of 2017 - 2019 for UNVR's financial performance, and the second using data from Q1 to Q4 of 2020 - 2022 for UNVR's financial performance. SPSS 27 is used to calculate the paired t-test.

Decision criteria based on the results of the Paired T-test:
1. If the two-tailed significance value < 0.05, there is a significant difference between the pre-test and post-test.
2. If the two-tailed significance value > 0.05, there is an insignificant difference between the pre-test and post-test.

5. EMPRICIAL RESULTS AND DISCUSSION

5.1 Liquidity Ratio Analysis

The current ratio which represents Liquidity Ratio has experienced a downward trend from 0.73 in 2018 to 0.61 in 2022, which is based on the annual financial statement as shown by the graph below (Figure 4). Quarterly, the pattern each year is relatively similar, and there has been a slight decline from 2018 to 2022, as the fourth quarter of 2018 was 0.73, then 0.65 in Q4 2019, 0.66 in Q4 2020, 0.61 in Q4 2021, and 0.61 in Q4 2022 as shown by the graph in the Figure 3.

The pandemic from 2020 to 2022 caused a decrease in the current ratio due to a significant increase in short-term obligations, particularly in 2021, while current assets decreased slightly. UNVR's current ratio is less than 1, indicating a challenge in fulfilling short-term obligations.

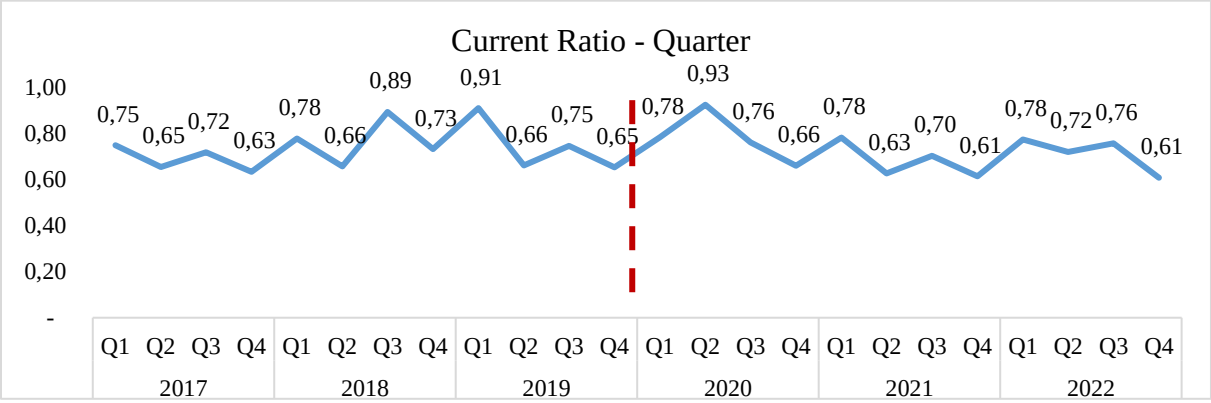

Figure 3 : Quarterly Current Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

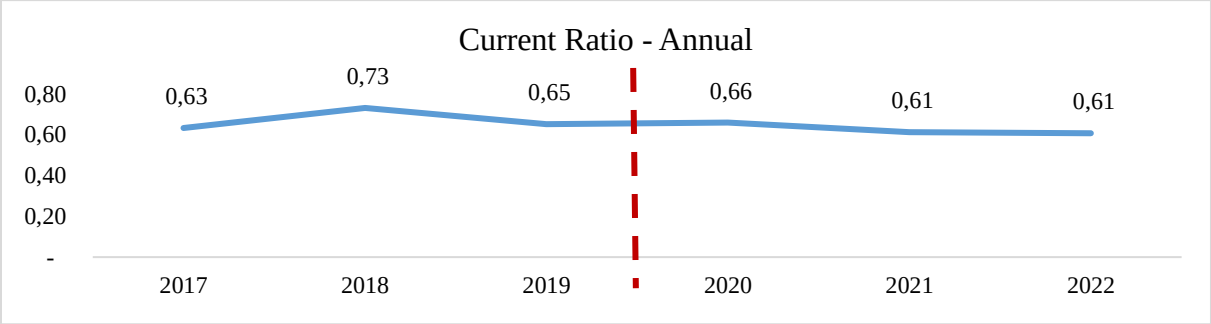

Figure 4 : Annual Current Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

5.2 Solvency Ratio Analysis

The Debt-to-Equity Ratio connotes solvency (DER). From the graphs below (Figures 5 and 6), it can be seen that the trend graph for DER of UNVR from 2018 to 2022 is upward, while the trends for each quarter are relatively similar. The reason why DER is increasing is because total liabilities are increasing, and total equity is decreasing. The decline in total equity resulting from the expansion of net working capital, while the rise in total liabilities is due to an increase in accounts payable, deferred taxes, and long-term employee benefits.

The financial performance of DER prior to the crisis was 2.65 , 1.75 and 2.91, and its performance after the crisis was 3.16 , 3.41 , and 3.58 annually. DER of UNVR is greater than 1, indicating that the company was riskier because every 3.6 rupiah of its debt can only be repaid with 1 rupiah of its equity.

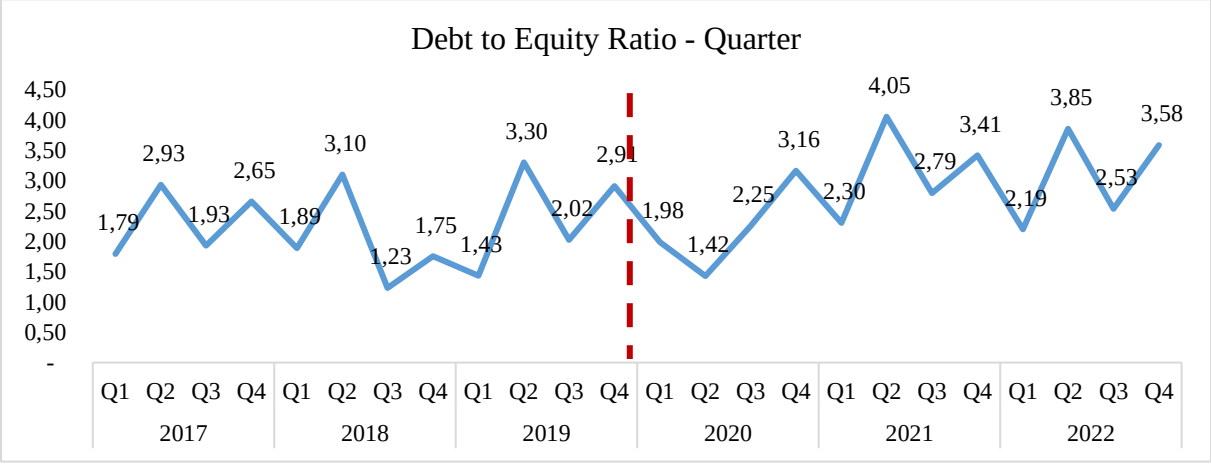

Figure 5 : Quarterly Debt to Equity Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

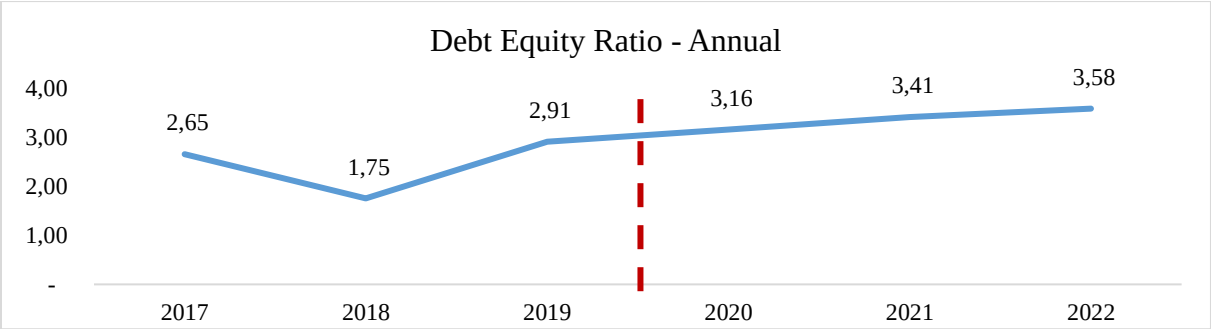

Figure 6 : Annual Debt to Equity Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

5.3 Profitability Ratio Analysis

In figures 7 and 8, Return on Equity represent the Profitability ratio. From 2017 to 2022, the trend graph for UNVR's ROE was relatively stable, and the trends for each quarter were relatively similar. There is no specific number of measurements in ROE. A higher ROE indicates that a business is more effective and efficient at managing its equity to generate profits, while a lower ROE indicates that there is room for improvement.

Prior to the crisis, the annual Return on Equity performance was 1.35, 1.23 and 1.40 in 2017, 2018 and 2019, respectively, and after the crisis, it was 1.45 , 1.33 and 1.34 in 2020, 2021 and 2022, respectively.

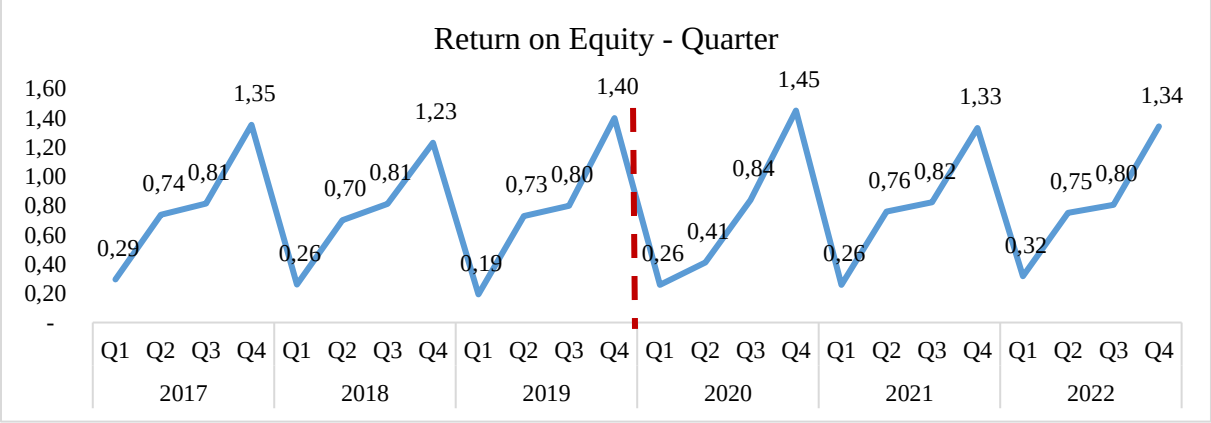

Figure 7 : Quarterly Return on Asset Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

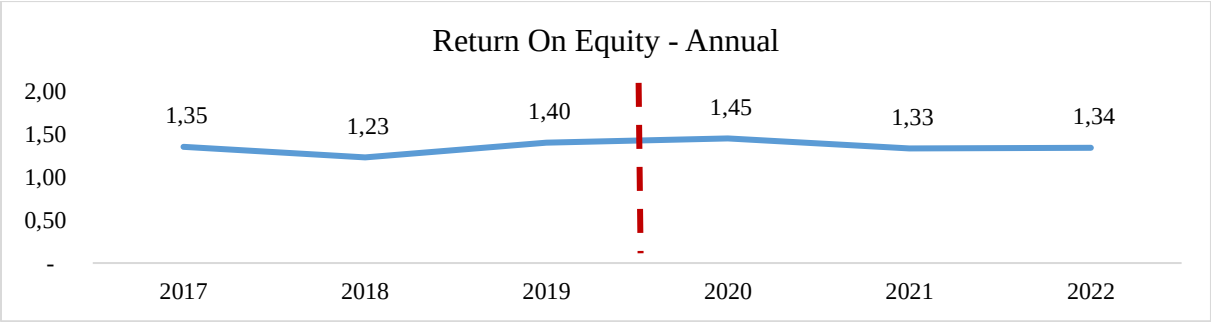

Figure 8 : Annual Return on Asset Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

5.4 Activity Ratio Analysis

In figures 9 and 10, the Inventory Turnover Ratio represents Activity (ITO). From the graph below, it can be seen that ITO in 2019 was better than in 2018, but from 2019 to 2021, the trend was declining and whereas the quarterly trends were fairly similar. The decreasing ITO ratio mirrored the decline in sales during the pandemic, but the ITO ratio in 2021 was higher than in 2018, when the pandemic had not yet begun.

Prior to the pandemic, the financial performance of the Inventory Turnover Ratio in 2017, 2018 and 2019 was 8.35, 7.79 and 8.60, and after the pandemic, it was 8.33, 8.12, and 8.44 in 2020, 2021, and 2022 respectively. Similar to the ROE, there is no minimum number of measurements for the Inventory Turnover Ratio; however, the higher the number, the greater the financial performance of the Inventory Turnover Ratio. Because the higher the number, the quicker the company was able to convert its inventory into sales.

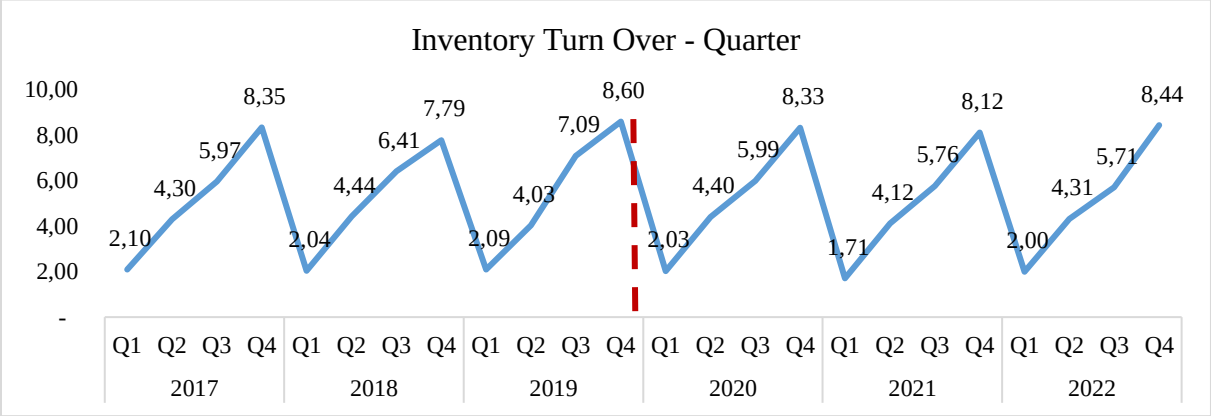

Figure 9 : Quarterly Inventory Turnover Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

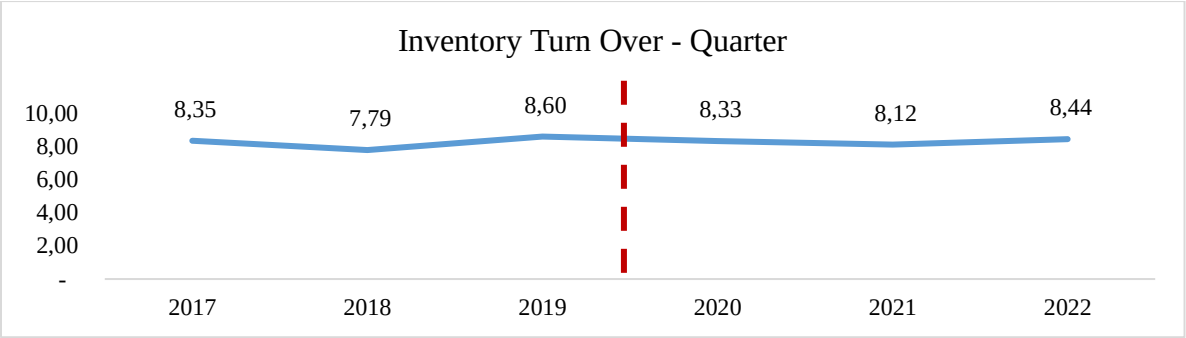

Figure 10 : Annual Inventory Turnover Ratio of UNVR
Source : Financial report of UNVR processed by Ms. Excel 365

5.5 Paired T-test Analysis

Tables 2 and 3 demonstrated the results of UNVR's Paired T-test. The pre-test uses data from UNVR's financial report 2017-2019 for Q1-Q4, while the post-test uses data from the financial report 2020-2022 for Q1-Q4. The author processes the data using IBM SPSS Statistics 27.

It presents quarterly data results:

1. Current Ratio has a mean value of 0.05, a standard deviation of 0.1188, and a significance value of 0,887. Because the sig of Current Ratio > 0.05, it can be concluded that the Current Ratio does not differ significantly before and after the economic crisis in 2020 - 2022.
2. The mean Debt-to-Equity ratio is -0.5483 the standard deviation is 0.7931, and the significance is 0.036. Because the significance of DER is 0.036 < 0.05, it is concluded that DER differs significantly before and after the economic crisis in 2020 - 2022.
3. The Return on Equity Ratio has a mean of -0.0025 and a standard deviation of 0.1188 and its significance is 0.943. Given that the sig of ROA is 0.943 > 0.05, it can be concluded that ROE does not differ significantly before and after the economic crisis in 2020 - 2022.
4. The mean Inventory Turnover Ratio is 0.1908, standard deviation is 0.4610, and significance is 0.179. Because sig of ITO is 0.232 > 0.05, it is concluded that ITO does not differ significantly before and after the 2020-2022 economic crisis.

From the four ratios presented below, it can be concluded that three of them, namely the Current Ratio, Return on Equity, and the Inventory Turnover Ratio, have no significant difference in the company performance before and after the crisis in 2020 - 2022 and only one of them, the Debt to Equity Ratio has significant effects prior to and following the economic crisis in 2020 - 2022. While In the paired t-test of the annual UNVR ratio, all ratios had sig results > 0.05, indicating that there are no significant differences between financial ratios before and after the crisis in 2020 - 2022.

Table 2. Paired T-test of Quarterly UNVR Financial Ratio

Financial Ratio	Status	Mean	Std.Dev	Sig	Results
Current Ratio	Pre & Post	0.0050	0.1188	0.887	Insignificant
Debt to Equity Ratio	Pre & Post	-0.5483	0.7931	0.036	**Significant**
Return on Equity Ratio	Pre & Post	-0.0025	0.1188	0.943	Insignificant
Inventory Turnover Ratio	Pre & Post	0.1908	0.4610	0.179	Insignificant

Source : Quarterly Financial Ratio of UNVR processed by SPSS 27

Table 2. Paired T-test of Annual UNVR Financial Ratio

Financial Ratio	Status	Mean	Std.Dev	Sig	Results
Current Ratio	Pre & Post	0.0433	0.0751	0.423	Insignificant
Debt to Equity Ratio	Pre & Post	-0.9467	0.6229	0.119	Insignificant
Return on Equity Ratio	Pre & Post	-0.0467	0.0924	0.474	Insignificant
Inventory Turnover Ratio	Pre & Post	-0.0500	0.2524	0.764	Insignificant

Source : Annual Financial Ratio of UNVR processed by SPSS 27

CONCLUSSION/ RECOMMENDATION

Conclusion

The financial performance of PT Unilever Indonesia Tbk before the economic crisis in 2017-2019 (Q1-Q4) relatively stable in its Current Ratio, Inventory Turnover and Return on Equity while its Debt to Equity Ratio is increasing. Moreover, the performance After the economic crisis of 2020-2022 (Q1-Q4), PT Unilever Indonesia Tbk faced a decline in its Current Ratio, Return on Equity, and Inventory Turnover, although the decline from 2019 to 2020 and from 2020 to 2021 was not significant. In contrast, the Debt-to-Equity Ratio experienced an upward trend during 2019 - 2022 due to rising total liabilities and falling total equity.

After the economic crisis in 2020-2022 (Q1 – Q4) which, although it did not have a significant impact on the consumer goods industry, still caused the financial performance of the Current Ratio, Debt-to-Equity Ratio, Return on Assets and Inventory Turnover to decline slightly from 2019 until 2021 and increase slightly in 2022 due to the loosen restriction on community activities. The longer the government implements restrictions on community activities, the greater the negative impact on the private sector, especially consumer goods that are highly dependent on people's spending power.

According to the results of the paired t-test, there is no significant difference in the annual ratio for all ratios, indicating that the COVID-19 pandemic crisis has little effect on consumer goods. In quarterly ratios, Current Ratio, Return on Equity and Inventory Turnover Ratio have no significant differences before and after the 2020-2021 economic crisis while Debt-to-Equity Ratio Ratio has significant difference before and after the 2020-2021 economic crisis.

Recommendation

In view of the intense competition in the FMCG sector and the economic crisis caused by the Covid 19 pandemic, UNVR is recommended to increase the accessibility and availability of its products on markets, particularly those outside of Java, where economic growth is faster than in Java, which is beginning to mature. The availability and ease of purchasing products must be supported by the ease of purchasing products online from various platforms, either organic or marketplace based.

From the perspective of financial management, UNVR is still constrained by the impact of the pandemic and the Russia–Ukraine war on the price of raw materials. Consideration should be given to the pricing policy in order to maintain or even acquire new customers. In addition, UNVR should maintain current short- and long-term forecasts, ensure that all forecasts have been updated to reflect the current situation, and ensure that if a potential financial problem arises, the manager can respond to it promptly. Due to the firm's low liquidity ratio, managers must conduct liquidity tests, such as a sensitivity analysis of the cash flow statement and identify alternative sources of financing. Managers can also assess the impact of capital allocation and budgeting projects on the firm's cash and liquidity, after which they can reduce operating costs in order to manage cash flow.

LIMITATIONS

Since the economic crisis is no longer exists, there is a limitation of information, particularly in the financial report used by the researcher, which only covers the Q1 – Q4 of 2017 - 2019 before crisis and the Q1 – Q4 of 2020 and 2022 after crisis. This study is limited to PT Unilever Indonesia Tbk during the years 2017-2022. Only secondary data was used for this analysis gathered from Unilever's website and the Indonesian Stock Exchange.

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The Influence of Delegation Authority and Transformational Leadership on Individual Performance by The Existence of Individual Adaptability as Mediating Variable

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ABSTRACT

The objective of this study is to investigate the impact of transformational leadership (TL) and delegation of authority (DA) on individual performance (IP) through the mediating role of individual adaptability (IA) at PLN Indonesia Power, a subsidiary of the state-owned company PT. PLN. As a power plant operator and energy solution developer, PT. PLN Indonesia Power is facing multiple challenges due to the rapidly evolving business environment, including the global target to accelerate the adoption of renewable energy, the demand for advanced technologies to enhance power supply and distribution efficiency, and the company is facing a significant decline in market share, falling from 48.92% in 2003 to 19.1% in 2021, according to the annual report of PLN Indonesia Power. To analyze the data in this research, descriptive and inferential statistical analyses were conducted using SPSS and SmartPLS 4 software. The study's results indicate a statistically significant positive impact of transformational leadership and delegation of authority on individual adaptability, and of transformational leadership and individual adaptability on individual performance. Furthermore, individual adaptability plays a positive significant mediating role between delegation of authority and transformational leadership on individual performance at PLN Indonesia Power. This study recommends that organizations invest in leaders who communicate a clear and positive vision of the future, encourage innovative problem-solving approaches, and foster trust, involvement, and cooperation among team members. Additionally, organizations should prioritize developing individual adaptability and delegation of authority to enhance their market share, the reliability of the electricity supply, and to develop renewable energy.

Keywords: Delegation of Authority, Transformational Leadership, Individual Adaptability, Individual Performance, Human Resource.

1. Introduction

The government targets net-zero emissions in 2060. The Business Plan for Provision of Electric Power (RUPTL) 2021-2030 is one of the roadmaps to realize PLN's business transformation, namely the transition to clean energy. The closest target aimed by PLN in the Transition to Net Zero Emissions is to achieve an NRE energy mix of 23% by 2025 (Electricity Supply Business Plan (RUPTL, 2021-2030).

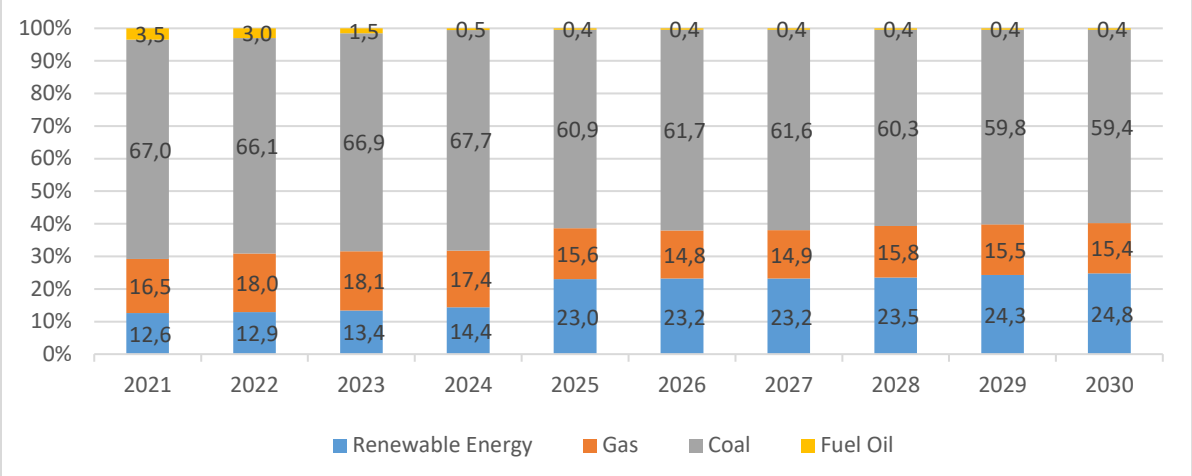

Figure 1 Indonesia's Projection of the energy mix

In the next ten years, PLN plans to increase its generating capacity to 40.6 GW, with a targeted addition of NRE technology plants reaching 51.6 percent of this amount, which is equivalent to 29.6% of the target for additional generating capacity. Of course, the execution of this plan will always consider the project's economics to reduce the cost of electricity supply, balance supply and demand, and ensure the readiness of the electricity system (Annual Report PT PLN Persero 2021)

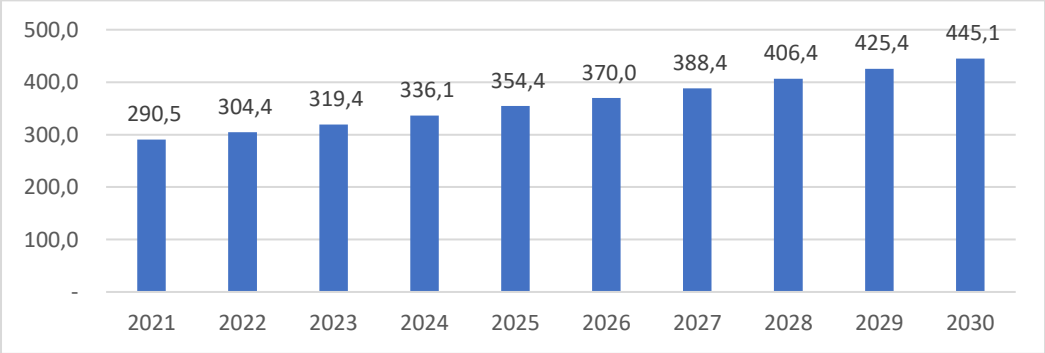

Figure 1 Growth Projection of Power Generation until 2030 (Tera Watt Hour/TWh)

PLN Indonesia Power continues to innovate to meet the electricity needs of the Indonesian people by developing and increasing the reliability of the electricity supply,

including developing electricity from renewable energy, by continuing to build electricity infrastructure optimally and efficiently (Annual Report PT PLN Persero 2021). The overall trend of power generation growth is increasing, and the independent power producers (IPP) market share has also increased significantly. However, the trend of PLN Indonesia's power market share has decreased from 49% in 2013 to 19% in 2021 (Annual Report of PT PLN Indonesia Power, 2008-2021), it can be seen from the picture below:

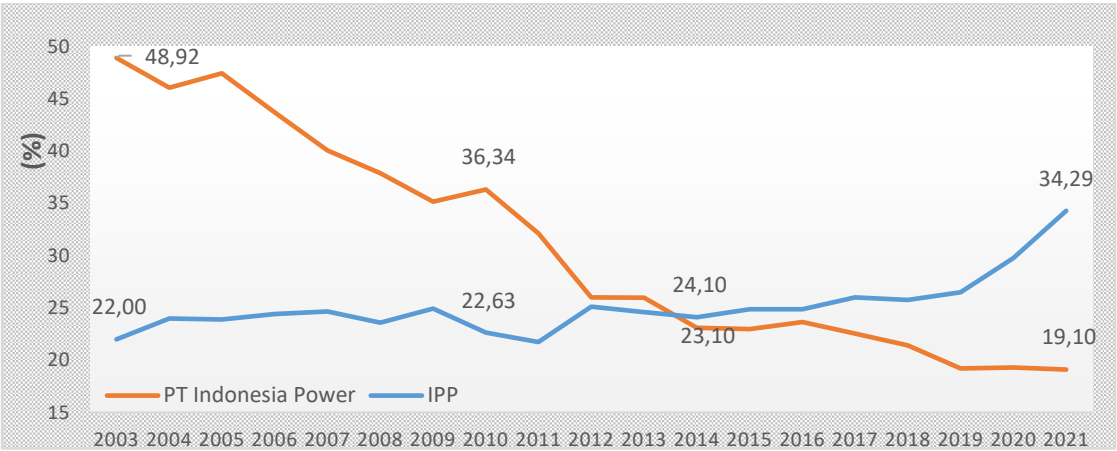

Figure 2 Market Share of Power Generation on the Java-Bali system

2. Literature Review

a. Individual Adaptability

The dramatic rise of globalism and organizations' continued expansion into foreign markets has led to a need to adapt to people with different cultures and languages (Cascio, 2003). There is a considerable amount of research that aims to define and explain adaptability and which characteristics make up an adaptable person (e.g., Boylan & Turner, 2017; Ployhart & Bliese 2006; Pulakos, Arad, Donovan, & Plamondon 2000; Junt, Shoss, & Huang 2014).

b. Individual Adaptability and Performance

Many leaders in organizations still believe that individuals who are high in adaptability perform better compared to those who are not. Furthermore, because technology is consistently changing and being invented for various uses, organizations are seeking out people who are going to be able to adapt and learn to use new technology easily (Huang, Ryan, Zabel, & Palmer, 2014).

A significant finding from the research was that project managers are adaptable despite its absence from the main project management standardised competencies in both knowledge and performance. This research extends Pulakos et al. (2000) taxonomy of adaptive performance by statistically validating the presence of uncertain and unpredictable work situations as a dimension found in project managers. Other notable findings found justifications for combining handling emergencies or crisis situations and handling work stress as one dimension, and the inclusion of an additional dimension for demonstrating leadership performance (Ellen Mc Loughlin, Anushree Priyadarshini, 2021).

c. Delegation Authority

The research suggests that delegation of decision rights and trust are important drivers of … performance. The study offers a new perspective on the relationship between formal governance through decision rights delegation and trust. Based on the embeddedness view, trust is a facilitator of information sharing, joint problem solving and delegation of decision rights in franchise networks, thereby increasing the positive performance effect of decision rights delegation (Marc Herz, Clemens Hutzinger, Haris Seferagic, & Josef Windsperger, 2016).

d. Delegation Authority And Individual Performance

The results from that study demonstrated that employee with high intrinsic motivation tend to be more responsible in job attributed finally ends up by performing better, in another hand the employee with low intrinsic motivation is less engaged to the job. This explains that at Burundi Tea Company, employees perceive delegation of authority has a significant effect on their levels of performance. For that, employee delegated for being in charge of any level of the company or get any responsibility for others seem to be more motivated and strive to increase the performance of the company (Eric Irakoze & Kashosi Gad David, 2019).

Effective delegation provides psychological empowerment and a collaborative, co-ordinated and comprehensive managerial technique for motivating and evaluating employees over their performance. It enhances self- confidence and reduces power distance necessary for employees to seek performance feedback from managers. 90 respondents participated in the study conducted through the exploratory research design and the result showed positive relationship between effective delegation and employee performance (John Nkeobuna Nnah Ugoani 2019).

The managers rely on delegation of authority on the abilities and skills of employees and their participation in solving problems and administrative decisions. Also encourages the delegation of authority in the routine administrative work, as well as the delegation of administrative authority increases the motivation of employees and the completion of work on time (Tayseer Said Zatar , 2018).

e. Delegation Authority And Individual Adaptability

Risk-taking did not show the typical correlations with the entrepreneurial variables as in the general entrepreneurship literature (e.g., Hisrich et al., 2007; Nieß & Biemann, 2014; Stewart & Roth, 2001) was surprising as entrepreneurs are typically seen as risk-takers. It might be fruitful to delve into this topic in future refugee studies, particularly as there is such an increased interest in unlocking the entrepreneurial spirit in migrants and refugees (Baycan-Levent & Nijkamp, 2009).

Proactive personality was found to moderate the positive relationship between career competencies and career adaptability, with this relationship being stronger amongst employees with less proactive personalities. However, proactive personality insignificantly affected career adaptability (Ahmed Khamis AlKhemeiri, Khalizani Khalid and Norwahida Musa, 2020).

f. Transformational Leadership

Recent research has focused on leadership at multiple levels, including top managers, mid-level managers, and even influential employees, as they serve as change agents and role models for employees during uncertain circumstances (Stouten et al., 2018). Transformational leadership also increase positive attitudes towards organizational changes (Seo et al., 2012; in Agote et al., 2016), as well as creative problem solving

and performance (Mahmood et al., 2019), inducing an interest to examine its effect on different dimensions of individual AP.

The theory of TL was initially developed by Burns (1978), emphasizing the importance of meeting follower needs and desires through behavioral patterns creating new solutions, and a good organizational climate (Ghasabeh et al., 2015). A globalized business environment in constant change puts pressure on leaders' roles to create a shared and inspiring vision for the organization in line with developing environments. Leadership has for a long time been characterized as a social exchange relationship between leaders and followers, recognizing a need to include followers' affective involvement. A study presented by Ghasabeh et al. (2015), argues how TL recognizes the critical role of employees' attitudes and values towards participating and supporting change at organizational levels.

g. Transformational Leadership and Individual Performance

Theoretically, work satisfaction has a relationship with work performance. Hettiarachchi and Jayaeathua (2014) stated that an individual with a high level of organizational commitment will show positive behavior toward the organization, give the best they can, sacrifice, and have a high level of loyalty to the organization, and also have a willingness to stay in the organization. This means that the individual with a high level of organizational commitment makes an effort to show excellent achievement (high level of work performance). On the other hand, an individual with a low level of organizational commitment tends to show no care and irresponsibility to accomplish the work (low level of work performance).

In some previous research, the variable of transformational leadership is stated to be able to positively impact some out- put of human resources in an organization. Through this study, the explanation and confirmation of this case strengthen the existing concept. The other variables used in this study include work satisfaction, organizational commitment, and work performance… (Anis Eliyana, Syamsul Ma'arif, Muzakki, 2019).

Through charisma, inspirational motivation, intellectual stimulation, and individualized consideration, transformational leaders create an environment where employees develop a sense of organizational identification and have a more positive leader-member exchange relationship. Also, employees should be more effective in the organization, more satisfied, and more productive (Neuza Ribeiro, İlhami Yücel, Daniel Gomes, 2018).

Transformational leadership is a leadership style focused on inspiring, encouraging, and leading by example while developing individual followers' potential. In the present study, the extent to which followers perceived their leader acting in a transformational way was positively related to followers' job satisfaction and their perceptions of their collective performance. Moreover, transformational leadership is also negatively associated with conflict in the workplace. In turn, the conflict has negative effects on both satisfaction and performance. In the present study, we sampled a team of highly qualified experts performing closely together (i.e., orchestra musicians). We used musicians' self-reports to understand the roles of relationship and task conflict as possible mediators of how followers' perceptions of leaders' transformational leadership are related to followers' job satisfaction and collective performance. (Jana Kammerhoffa, Oliver Lauensteina, Astrid Schütza*, 2019).

h. Transformational Leadership and Individual Adaptability

The relationship between transformational leadership and innovative work behavior was moderated by trust and uncertainty avoidance in such a way that transformational leadership had the strongest positive relationship with creative work behavior when trust and uncertainty avoidance were both high (Bilal Afsar and Mariam Masood, 2017)

Many academics and scholars have found that transformational leadership is particularly effective in promoting employees' innovative work behavior. Still, it has been suggested that the relationship between transformational leadership and creative outcomes is dependent on a host of factors and therefore is likely to be more complicated than previously thought (e.g., Afsar, Badir, & Bin Saeed, 2014; Pieterse, van Knippenberg, Schippers, & Stam, 2010; Reuvers, Van Engen, Vinkenburg, & Wilson-Evered, 2008).

This study adapted uncertainty avoidance in individuals from a social perspective, according to which it is the degree to which individuals generally have psychological comfort under ambiguous, uncontrollable, and uncertain situations at the societal level. It defines that when faced with conflicting situations, unknown risks, bad ideas, or unexpected results, how society helps individuals avoid such problems by establishing formal rules, providing more excellent career stability, not tolerating deviant thoughts and behaviors, creating an environment of trust and empowerment, and believing in more excellent optimal experiences and perceptions of self-efficacy, and lower anxiety (Hofstede, 1980, p. 49).

3. Research Design and Methodology

I develop an example of a framework to investigate delegation authority and transformational leadership with individual performance and the mediating effect of individual adaptability (see figure 3)

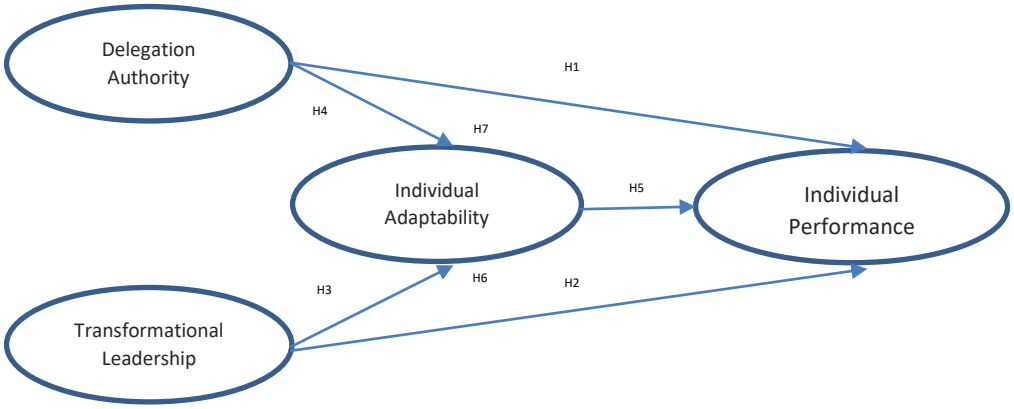

Figure 3. delegation authority and transformational leadership with individual performance and the mediating effect of individual adaptability.

Research Hypotheses

Based on the research framework, there are several hypotheses to examine:

H1: How does delegation of authority affect individual performance?

H2: How does transformational leadership affect individual performance?

H3: How does transformational leadership affect individual adaptability?

H4: How does delegation of authority affect individual adaptability?

H5: How does individual adaptability affect individual performance?
H6: How does delegation of authority significantly mediating by individual adaptability toward individual performance?
H7 : How does transformational leadership significantly mediating by individual adaptability toward individual performance?

4. Conclusion

The purpose of this study is to examine the impact of delegation of authority (DA) and transformational leadership (TL) on individual performance (IP) through the mediating role of individual adaptability (IA). The final sample consists of 126 respondents from the population of managerial level employees in PT PLN Indonesia Power. This research has achieved its objective of explaining the hypotheses by examining the relationships between the variables involved. Based on the analysis and testing of the hypotheses, the results of the research can be summarized as follows:

1. First Hypothesis which stated that there is a significant effect of delegation of authority (DA) on individual adaptability (IA) is accepted, the correlation between variables has t-values (5.068) and p-value (0.000).
2. Second Hypothesis which stated that there is a significant effect of delegation of authority (DA) on individual performance (IP) is not accepted, the correlation between variables has t-values (1.298) and p-value (0.194) more than 0.05 (at = 5%), and the lower bound is -0.102 and the upper bound is 0.301, the coefficient would not be significant, because the confidence interval includes zero As a result.
3. Third Hypothesis which stated that there is a significant effect of transformational leadership (TL) on individual adaptability (IA) is accepted, the correlation between variables has t-value (2.447) and p-value (0.014).
4. Fourth Hypothesis which stated that there is a significant effect of transformational leadership (TL) on individual performance (IP) is accepted, the correlation between variables has t-values (2.868), and p-value (0.004).
5. Fifth Hypothesis which stated that there is a significant effect of individual adaptability (IA) on individual performance (IP) is accepted, the correlation between variables has the t-value (2.239) and p-value (0.025).
6. Sixth Hypothesis which stated that there is a mediating effect of individual adaptability (IA) on delegation of authority (DA) and individual performance (IP) is accepted, the correlation between variables has t-values (2.031), and p-value (0.042).
7. Seventh Hypothesis which stated that there is a mediating effect of individual adaptability (IA) on transformational leadership (TL) and individual performance (IP) is accepted, the correlation between variables has t-values (1.451), and p-value (0.147) more than 0.05 (at = 5%), however it would be considered significant since zero does not fall into this confidence interval, with 0.008 as the lower bound and 0.234 as the upper bound (95% confidence interval).

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A Volunteer Experience as An English Instructor: A Contribution to the Development of Madani Mental Health Care's English Affairs Division

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ABSTRACT

According to the study on history of health nursing services, it is estimated that around 2-3% out of people in Indonesia suffer from severe mental illness. Half of them need hospital care, therefore the numbers lie on as many as 120 thousands of people who suffer from severe mental illness and must as well get serious treatment from a mental health institution. Madani Mental Health Care takes an active role in saving the nation and the young people from the dangers of misuse of Narcotics, Alcohol, and Addictive Substances and also directing the people with Schizophrenia in order to have a better quality of life. In this project, the author did a volunteer in the institution as an English instructor for its patients in addition to other tasks related to English affairs division. The underlying objective of Madani is to improve the life quality of patients in society, one of the ways is through providing English class. Although the current existed English class was unorganized in terms of learning curriculum, including materials and assessments, the author saw this as an opportunity for an improvement. To help Madani provide a better English class, this paper also explains about the strategy on how the project supposes to be conducted by using the principle in the Project Management. At last, after completing an analysis throughout the project, the author recommended Madani Mental Health Care should maintain the current modification of the class developed by the author.
Keywords: Mental Health, English Lesson, Caregiver, Community Involvement Project, Volunteer Work

INTRODUCTION

According to the study on history of health nursing services, it is estimated that around 2-3% out of people in Indonesia suffer from severe mental illness. Half of them need hospital care, therefore the numbers lie on as many as 120 thousands of people who suffer from severe mental illness and must as well get serious treatment from a mental health institution (Keliat & Panjaitan, 2005). Furthermore, the prevalence of severe mental disorders in Indonesia is estimated at 1.7 per 1000 population. The COVID-19 pandemic has further worsened the situation, with a reported 64.3% increase in mental health issues (Tarmizi, 2022).

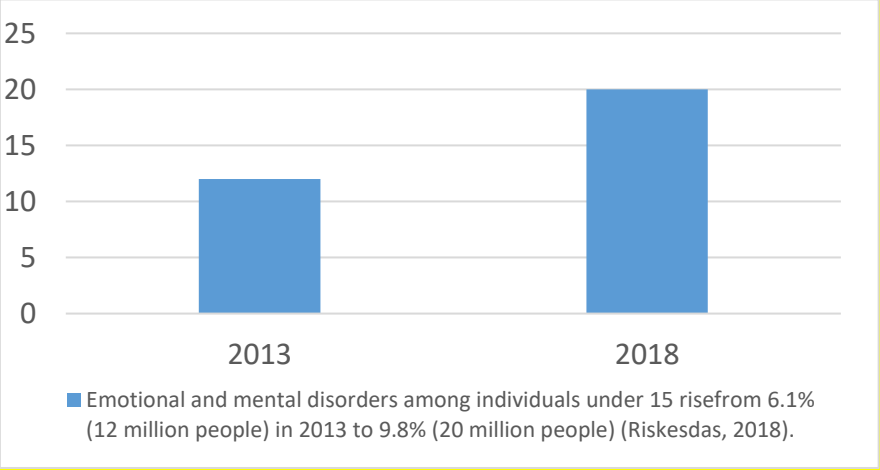


Figure 1 The Mental Health Disorders Among Young Indonesians
Source: Kemenkes (2022)

After the independence era of Indonesia, in 1950, Indonesian government started to administer the mental health development program under the Health Department, which was then changed to Mental Health Directorate in 1966 that is now led by the Directorate Head of Mental Health. Then, the government is more open to modernize the whole healthcare system as well as mental health facilities in Indonesia. The initiations are shown by Mental Health Directorate doing collaboration with various government institutions, medicine schools, international organizations, national conferences, and even regional meetings. Likewise, most of private health institutions in urban areas began to consider about mental by building the mental health sanatorium in Jakarta, Jogjakarta, and Surabaya.

1. CHAPTER - BACKGROUND

1.1 Drugs

Based on World Health Organization (1969), the definition of drug is any substance that if it gets into a living organism will cause a change in one or more functions of the organism. The term that is introduced by the Ministry of Health in Indonesia is *NAPZA* in which the abbreviation containing of narcotics, psychotropic, and addictive substances. In its origins, *NAPZA* is actually a type of drugs that are useful in medicine. The function of these substances may vary, which are normally used as a general anesthesia in surgery, sometimes as tranquilizers or sleeping pills, even as analgesic or known as painkiller. It was not until 1970, at the time of the Vietnam War was in its peak, one of dangerous types of drugs which is narcotics, became a national highlight. Then, in almost every country in the world, especially in United States, the numbers of drugs abuse cases highly increased and sadly most of the victims were young people. It seemed that this phenomenon had also radiated to Indonesia in about the same time (Janos, 2018).

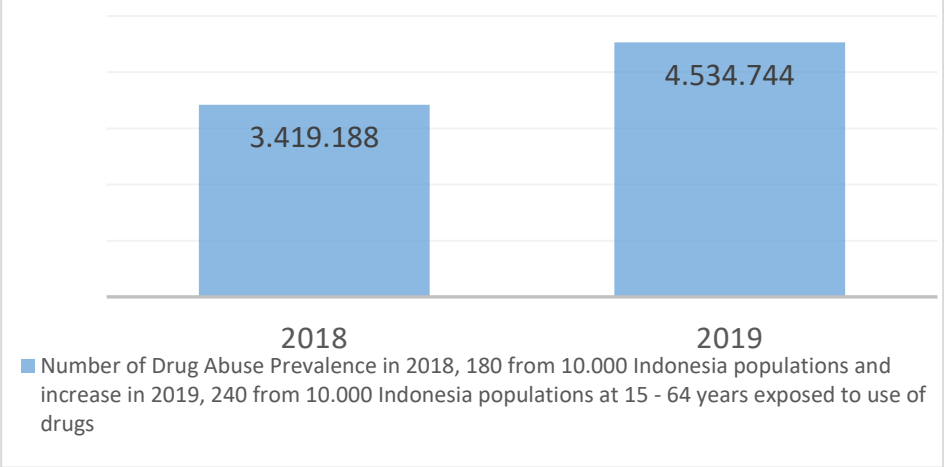


Figure 1.1 The Increase of Drug Abuse Prevalence in Indonesia
Source: PUSLITDATIN BNN (2020)

1.2 Schizophrenia

Schizophrenia is a mental disorder that exhibits complex and diverse range of symptoms. Schizophrenia is found in people who have a breakdown in normal thought processes as well as their emotional responses. The example of symptoms includes auditory hallucinations, paranoid, bizarre delusions, disorganisation in speech and thinking, and sometimes significant social dysfunction in a more severe case. In addition to these generic symptoms, the social function of schizophrenics often are affected through becoming withdrawn, extremely anxious, agitated and violent, mute or catatonic, having poor hygiene, and even lack of interest in daily activities (Patel et al., 2014).

Approximately 24 million people globally, equating to about 0.32% or 1 in every 300 people, are impacted by schizophrenia. The prevalence among adults is slightly higher, at 0.45% or 1 in every 222 individuals. Schizophrenia usually manifests in late adolescence or during one's twenties, with the onset typically occurring earlier in men compared to women. The mortality rate among those with schizophrenia is 2 to 3 times higher than that of the general population, often resulting from physical health conditions like cardiovascular, metabolic, and infectious diseases (WHO, 2022). The Department of Health put the number of people with severe mental disorders as in 2.6 million people, drawn from the data of Indonesian Mental Health Institution (Renwick et al., 2023).

1.3 Madani Mental Health Care Profile

Madani Mental Health Care is a rehabilitation center in Jakarta that uses community base coaching with the holistic approach of Bio-Psycho-Social-Spiritual (BPSS). It was established on the basis of awareness and responsibility to the society through applying the method invented by Prof. Dr. dr. H. Dadang Hawari, a renowned psychiatrist who is also the headmaster of Medical School in University of Indonesia. As the creator of BPSS method, he also holds the license which is recognized by World Health Organization. Oftentimes. Madani Mental Health Care is entrusted with several social projects collaborated with Indonesian National Narcotics Agency (BNN) and Indonesian Ministry of Social Affairs

Furthermore, the establishment of Madani Mental Health Care is actually a manifestation form of taking an active role in saving the nation and its young people from the dangers of misuse of *NAPZA*. Also, redirecting the people with schizophrenia and former drug users to have a better quality of life. They can be cured and prevented from the recurrence with the approach of the bio-psycho-social-spiritual - BPSS (WHO, 1984; APA, 1992; WPA, 1994).

1.3.1 BPSS Method

BPSS is an acronym for Biologic, Psychological, Social, and Spiritual (WHO 1984; APA, 1992, WPA, 1993). Based on the abbreviation of the name, the implementation of BPSS method is a mixture of those aspects mentioned with an addition in skills and interests therapy on the other side.

1.3.1.1 Biologic

In this first stage, patients will go through detoxification in order to clean their bodies from the influence resulted from alcohol and narcotic substances. The process of detoxification will require patients to stop the consumption of addictive substances and they will be put to sleep more, without anaesthetic procedure, in order to eliminate the withdrawal symptoms. Furthermore, the treatment will also involve medical therapy in the process in which patients will be prescribed to take psychiatric medication such as anti-psychotic and anti-depressant types of medicines. This method was acknowledged by United Nations as a successful method (UNODC, 2003).

1.3.1.2 Psychological

To complement medication, post-detoxification process patients will later require attending psychiatric consultation called psychotherapy in order to slowly change their maladaptive behaviours to become adaptive. In psychotherapy, the counselling session is categorized to three types; individual, group, and family. Starting by Individual session where patients describe their past experience regarding with mental illness and/or behaviours towards drugs.

Meanwhile later in supporting group session, all patients with these issues will be gathered to share their problems and help each other to get through it by figuring out the solution together. At last, each patient and their family will attend a psychotherapy session in order to identify issues in their relationship. It is crucial for the family to be able to understand the personality of patients with depth and care, thus family know how to work on them. All this therapy will take period of three months to process.

1.3.1.3 Social

The function of social therapy is to help patients maintaining a healthy living environment and relationship between patients and their surroundings. This psychosocial program is a re-entry program where patients are equipped with education and skills that will help them functioning well in school or job before going back to their community. The training includes English class, cell phone reparation, vehicle reparation, handicraft, fish cultivation, screen printing, computer, and calligraphy. On the other hand, there are also physical activities as a complementary to this social therapy such as jogging, futsal, swimming, rafting, paintball, and other outbound games.

1.3.1.4 Spiritual

The spiritual therapy is given throughout the entire program in accordance to the religious belief of patients. The objective is to correct the mind of patients that lack of common sense through encouraging them to put their belief into daily practice, hence it can be aligned with aspects of their religion values and Indonesian constitutional law.

1.4 Problem Statements

Based on the observation of the author, there were several issues happened in Madani Mental Health Care, which perhaps needs to be taken into account in order to make an

improvement for its long-term performance. The discussed issues can be seen from the following table;

Table 1.4 Problems Found at Madani

Problems	Details
Unclear curriculum of English class for patients	Inconsistency in deliverance of class materials and lack attention to the performance of patients
Low level of popularity	As the pioneer of BPSS method in country, still not many have heard the name of Madani Mental Health Care
Low level of coordination between volunteer and staff	Unclear task distribution and timetable

One of the visions of Madani Mental Health Care is to improve the quality life of its patients once they step out back to society. Some of them are still in college, few previously worked as employees, and others are still unsure what to do after. It is widely known that English nowadays becomes one of the significance factors that can help people to boost their performance and getting certain position in school, organization, and society. On the contrary, there is still unsteady curriculum regarding English class in the institution, which makes it difficult to follow up the progress of the patients. Therefore, being an English instructor becomes a great intersection point between the skill offered by the volunteer and the need of patients in Madani Mental Health Care. Additionally, since the class accommodate such patients with certain mental conditions then learning English here should be fun and practical rather than serious as in formal education.

As the pioneer of BPSS method in the country, Madani Mental Health Care undeniably has unique quality for a mental healthcare. However, whenever foreign journalists come to Madani Mental Health Care for an interview, the common problem occurred is in the communication with staff due to their poor English skill. Meanwhile, its website contents mostly covered topics in Indonesian Language (*Bahasa*). This perhaps contribute to popularity of the institution that is still unheard in wider area of society.

1.5 Objectives and Benefits of Project

1.5.1 Objectives of Project

1. To be able to complete CIP according to its established philosophy that is to conform a social responsibility as an individual to the society.
2. To explore a different industry outside business area.
3. To provide solution to the challenges faced by the English Affairs Division and improve its mechanism.
4. To share the volunteer experience that could benefit for other similar project in future.

1.5.2 Benefits of Project

1. Spread awareness to readers about mental illnesses.
2. Enrich knowledge of readers about BPSS method implemented by Madani Mental Health Care as the most effective way to treat patients with mental illnesses.
3. Obtain knowledge, skill, and real-life experience of humanitarian work in mental healthcare field for the author.
4. Bring a possible improvement to the operation of Madani Mental Health Care for its better future.

2. CHAPTER – LITERATURE REVIEW

According to CIP guideline by Sekolah Tinggi Manajemen IPMI, Community Involvement Project (CIP) is real life project, therefore it is expected for students to be practice driven and to have extended realization in regards to social lens for community which are in need. By simultaneously involving in a project, it is hoped students could bring an improvement to a performance of prospective community where CIP will be conducted, in a context of Charity, Social Entrepreneurship, as well as Corporate Social Responsibility (IPMI, 2022).

2.1 English as a Means for Communication

Communication is the centre of human activity. It is a process of sharing feelings, ideas, and opinions with other people, whether verbal or written forms. To become effective, a communicator should be able to articulate what they need to deliver in a clear, simple, competent, and dynamic nature which helps audiences to generate better understanding of messages. One of the way to ensure such an effective communication is by the quality of language skill that one possesses, for that reason, language is a tool for communication. As for any other skills, it is nearly impossible to master a particular language unless one practices it on regular basis (Tran, 2016).

As a matter of fact, English has revolutionized the world by becoming a global language. It has a status of a second language in almost all the countries in the world where it is not even the first language (Ly, 2022).

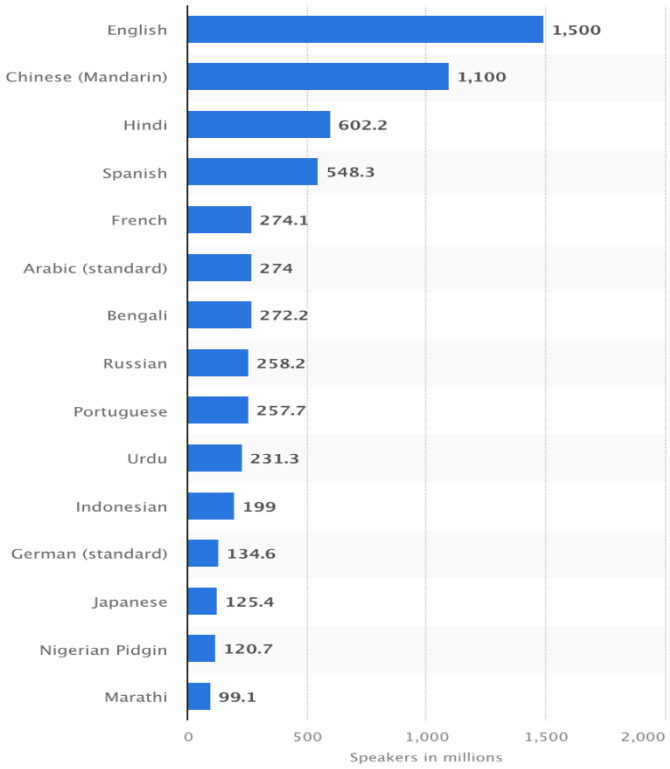


Figure 2.1 The most spoken languages worldwide 2022
Source : International Journal of TESOL & Education (2022)

In this digital era, eighty percent of computer data are processed and stored in English (Ahmad, 2016). Likewise, the role of Internet that has turned world smaller by providing flood

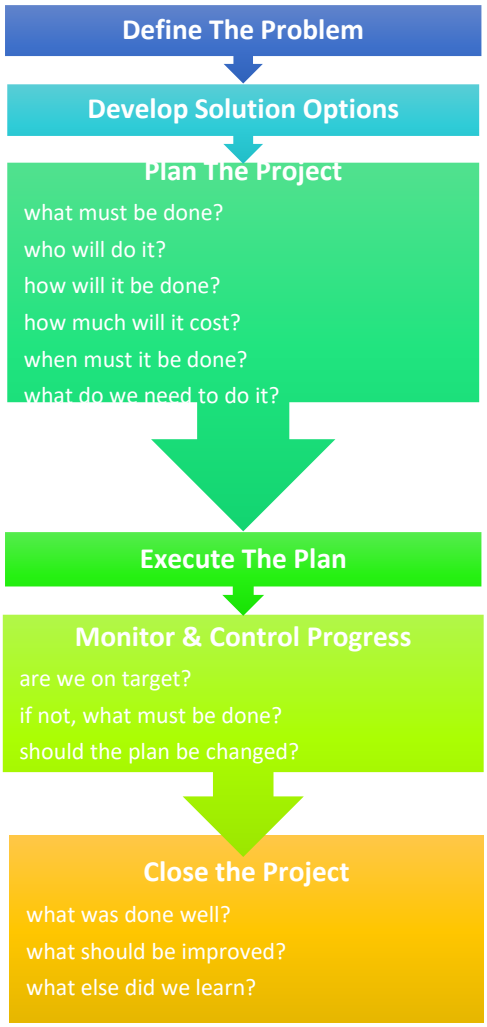
of unlimited information available in online sources as well as connecting people across the globe thru social media. All this fact, undoubtedly put English in the significant position as a language and an acknowledged passport that brings people to a better education and employment opportunities in various fields.

2.2 Theoritical Framework of Project Management Process

The PMBOK Guide definition of project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing, also they tend to be employed in the sequence (PMBOK Guide, PMI, 2013).

Figure 2.2 The Steps in Managing Project

Source: Heagney, J. (2016). Fundamentals of project management.



New York: McGraw-Hill

3. CHAPTER - METHODOLOGY

3.1 Type of Research and Source of Data

This research will be formed as qualtitative research, which of data is derived through a three-month observation of the author during the volunteer period in Madani Mental Health Care. The type of data used in this study is primary data which is obtained directly from

respondents, or in this case is patients through their class performance and the direct feedback from the supervisor in Madani Mental Health Care. Therefore, the data supports the author to find the answers that can solve the issues found in the problem statements.

3.2 Initiation of Project

The Author indeed has a huge interest in mental health for long time. Prior to start this project, the author consulted Prof. Dadang Hawari to ask permission for volunteer at Madani Mental Health Care. Later, he referred her to the head of institution, Mr. Darmawan, who is responsible for the daily operation. Then, the author set aside a schedule to meet Mr. Darmawan in Madani Mental Health Care. In the beginning of meeting, the discussion focused more on the background of the author, the major of her study, interests, and skills. English somewhat seemed to be a great intersection point for CIP, it suits her competency while also perceived to accommodate the needs of institution.

3.2.1 Identification of Problem

At the same time after Mr. Darmawan agreed to put the author in English department, he introduced the author to the person who is responsible for it, Mr. Yudo. According to them, the working culture in Madani Mental Health Care are unstructured and sometimes unpredictable, therefore adaptability is the key for the employees here. For instance, it has already a long-established English class for the patients, however in the execution, schedule was sometimes unorganized. So as for learning materials and its objectives that still remained unclear. Consequently, patients seemed to be unmotivated.

3.2.3 Developing Solution Options

On the other side, considering the schedule of English class only once a week, Mr. Yudo also thought of another option so that the author can contribute more to Madani Mental Health Care during CIP. For example, doing a translation for articles. It is still up to nowadays that reading material sources for mental health are more informative and available in English language. Madani Mental Health Care aims to educate more people on mental health issues meanwhile they slightly are limited due to their English skills. All translated articles are hoped to increase the richness of their website contents and raise the publicity level of Madani Mental Health Care itself.

3.3 Project Plan

To help formulate the plan, the author gathered several questions that needs to be resolved according to the Project Framework as follows;

1. What must be done?

The things that will be main activities of this project are to raise the awareness on the importance of English at Madani Mental Health Care, improve English ability and interest of its patients, and promote a better publicity of the institution to the outside world by adopting English as an instrument.

2. Who will do it?

The people that involve directly to navigate this project are the author as a volunteer, Mr. Yudo, head of English division, and the patients at Madani Mental Health Care as students for this course.

3. How will it be done?

The author aims to observe the nature of students before getting into the actual teaching activity. By seating in class, she aims to obtain perspectives on various matters such as knowing each

patient, number of students in class, whether they are all in the same level, the enthusiasm in the class, type of materials is taught so far, and also current learning condition. As result, she can recognize the area which needs to improve. Indeed, few early sessions are more for the process of adaptation where she presents merely as an assistant to Mr. Yudo. As a means of publicity, the author consults with the staff that is responsible for day to day administration at Madani Mental Health Care, Mr. Taufik Permadi, regarding the contents for the website. The discussion includes the platform source that is recommended to look for articles to be translated, the theme of contents that should be put, etc. Considering he is the person in charge who maintains operation of the website, thus basically he may as well validate her work before publishing it on website.

4. When must it be done?

The duration of CIP at Madani Mental Health Care takes a period of three months to process, specifically from September 20th to December 16th, 2022. The volunteering schedule is agreed to be four days a week, Monday - Thursday from 08.30 a.m. to 03.30 p.m.

Table 3.3 General Time Frame of Project

Month	Activity
Mid-September, 2022	Meet Prof. Dr. dr. H. Dadang Hawari
	Visit Madani to consult with Mr. Darmawan
	Gather ideas for volunteer activities
	Construct a project plan
September 20th to December 16th, 2022	Ongoing volunteer work
December 24th, 2022	Farewell party

5. How much will it cost?

This CIP is self-fund-based; therefore, any expense occurs during the volunteer period is borne to the author who is the initiator of this project.

Table 3.3.1 Budget Details

Name	Expense	Quantity	Total Amount
Ojek transport (back & forth pick up service)	Rp. 50,000	@ 54 days	Rp. 2,700,000
Lunch	Rp. 18,000		Rp. 972,000
Paper Printing	Rp. 500	@ 13 meetings (18 pcs/meeting)	Rp. 117,000
Farewell Meals	Rp. 25,000	@ 25 boxes	Rp. 625,000
Grand Total			**Rp. 4,414,000**

6. What do we need to do it?

The author realizes that a success factor of project pretty much relies heavily on collaboration among the parties involved in it, namely the author, the staff, and patients in Madani Mental Health Care. Being familiar and connected with each other are the roots for better coordination,

resulted in an ease to collect more helpful information and implementation of prominent strategy that will enhance in the fruitful flow of project.

The activities that are carried out in this stage as follows; actively seeking an input from staff that supervise the author, being an approachable friend in and out the class hours to the patients whether for chit chat and especially on a subject related to English lessons, distributing a placement test to divide the class based on range of their level rather than put them in one big group, and modify the class by coming up with more fun and creative learning materials. Outside the teaching schedule, the author finds articles on an issue about mental health and works on the translations for website contents.

Overall, the author develops some insights which helps to clarify the approach of conducting the volunteer work on the beginning of project. Afterall, it is always easier to complete a task when having a roadmap in hand to keep one on track. Additionally, for the other stages of project such as execution, also monitor and control will be covered in next chapter.

4. CHAPTER - RESULT & DISCUSSION

In this chapter, the author examines the process of execution alongside some unexpected circumstances that occurred as challenges. However, having a clear set of plans from the beginning makes it easier for the author to identify the aspects to control and monitor the project in its execution.

4.1 Execution of Project Plan

Reaching up the time to implement the drafted project plan, the discussion in the next paragraphs is divided into two parts based on job descriptions. The first part talks about English class and second one is about the article translation for the website.

Soon after being introduced to the students in the class, the author is notified that there are around 15 to 20 patients who attend the course. Here are the other facts she collects from the first meeting; the course takes place in second floor of Madani Mental Health Care building. Yet, the age range of students are varied from teenage to adult age. The schedule of the class is once a week, every Thursday and the duration of class is two hours in afternoon from 1 p.m. to 3 p.m. Mr. Yudo and the author both present in class, during the first three meetings he was the main instructor while she was merely an assistant to him. Afterwards, the author realizes that it is not quite effective to put the students altogether while there are two instructors standing in front of them. Therefore, she suggested to divide the class into two groups; basic and intermediate students, Mr. Yudo agreed. She begins to set up a placement test as a method to examine the English level skills of the students. The test itself mostly consists of basic grammar and general questions.

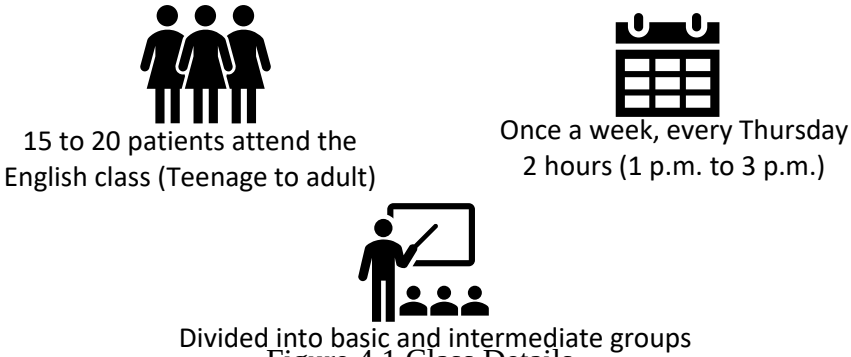


Figure 4.1 Class Details

Moreover, the author also classified materials into more structured topics such as reading, listening, speaking, and grammar, followed by some exercises at the end of every session. Exception to the reading class, it is organized in two different meetings. One session concentrates notably on comprehension of the story as well as speaking part, where students work on pronouncing the contents on reading paragraphs. Another session focuses solely on answering the questions related to the particular reading passage. As much as the author concerns to create a progress in the curriculum, she suggested to add a listening class since it was not covered beforehand.

Mr. Yudo gave an appreciative response to this idea by facilitating a tape recorder they own which can be useful to the activity. Taking into account that this listening class is relatively new to the students, therefore, the author intentionally brought on its introduction in a more fun approach. Instead of putting a serious conversational theme, she utilized music as the tool for such exercise. Here the students were expected to listen to a song and filled in the blank for those numerous lyrics that were missing on their answer sheets. The students in basic level customarily get easier vocabs to fill. At last, there was not much of a change in grammar section since the preceding English class has heavily targeted on it. Besides, considering the patients' daily schedule for other activities were already a lot, therefore the author assumed it is better not to give them an additional assignment such as homework since the patients were also required to have enough rest.

Additionally, the author is assigned to enrich contents of the website through translating English articles into Bahasa Indonesia, mainly on the issue related to mental health. Mr. Taufik as the secretary of Madani Mental Health Care was the person whom had a full capacity on administration, one of them was on the website maintenance. In this project, the author was facilitated with a desk at its office which enabled her to act as an admin staff in the institution. In the initial period of assignments, Mr. Taufik chooses himself the articles that he wanted her to translate. Besides articles, she was occasionally asked to translate some of English terms on other documents that they worked for awareness campaigns. After she gained a better understanding about the type of articles are appropriate to put, then, she began to take an initiative for selecting and proposing to Mr. Taufik regarding the prospective articles for translations.

Furthermore, the table in the next page summarizes a more specific information about the ongoing volunteer activities occurred in period from September 20th to December 16th, 2022.

Table 4.1 The Ongoing Volunteer Work Details

Schedule	Main target	Description of Activities	Involved Parties
Thursday **At** **1 p.m.** **–** **3 p.m.** **Approximately 13 meetings**	Improve the existing English Class	1. Seat in for few early sessions to observe the class	• Mr. Prayudho Utomo • Zahra Maulida • Patients of Madani Mental Health Care
		2. Distribute a placement test for patients	
		3. Generate ideas to establish a more fun and creative approach for the class	

in total		4. Come up with a new class arrangement. Dividing lessons into different parts; Listening, reading, speaking, and grammar	
		5. Implement an assessment through exercises for every subject material to measure the performance of students	
Monday to Thursday **At 8.30 a.m. – 3.30 p.m.** **52 days or equivalent to 364 hours of service in total**	Promote a better publicity for Madani Mental Health Care to the outside world	1. Obtain some insight about current contents of the website	• Mr. Taufik Permadi • Zahra Maulida
		2. Consult about what and where to choose to-be-translated articles	
		3. Validate the choice for topics of articles	
		4. Work on producing translation for articles	
		5. Become an interpreter in an interview between Madani Mental Health Care and a foreign journalist	• Mr. Ahmad Jami • Mr. Foreign Journalist • Zahra Maulida
		6. Contribute as a narrator to the making video project campaign	• Deny • Zahra Maulida

4.2 Monitor and Control of Performance

Based on the result of placement test, the classification of students somewhat made it easier for the instructor to keep up with the performance of every student as well as making sure that the deliverance of material reached the right target. Since an instructor is more approachable to a smaller group of students, those who were previously more shy to participate, no longer felt intimidated by the brighter students whose oftentimes dominated the session. As a result, their motivations to learn raised through being more actively engaging in interaction with the instructor and more cooperative to the peers seating next to them. A smaller group indeed enabled students to share strengths and improve their weaker skills collectively. For that reason, the class discussion has never been livelier. Hence, the ongoing situation has met the target of project plan that is to improve the performance of students in class.

On the other hand, the added value to the current class was done through spreading the learning materials into more comprehensive areas such as reading, listening, speaking, and grammar whereas previously it was limited to the grammar aspect only. The author with her conviction has succeeded on accomplishing well-arranged class and maintaining the condition simultaneously upon such proportion to the end of volunteering period.

In addition to article translations, there was a couple of other activities which occurred unpredictably during the project. These tasks include guiding a foreign journalist and another one was participating as a narrative voice over for a video campaign. Initially, Mr. Taufik and the author once had discussed about the fact that journalists from abroad frequently visit the institution. One day, a foreign journalist arrived in Madani Mental Health Care for an interview. Moreover, the interpreting part was actually an impromptu task because she had no clue on his arrival. She was then given a role to participate due to the fact that she was also part of the

institution on English department. Although Mr. Jami, as a representative from Madani, had far better knowledge on subject matter of the interview. Unfortunately, the issue was on his poor English skill. Hence, to ensure the precise and smoother articulation of his ideas, the author bridged the communication gap by interpreting the conversation between Bahasa Indonesia and English.

Moreover, there was an argumentation among some staff on the making of video campaign. This video was intended for an awareness campaign about the dangers of narcotics to young generation by Indonesian Ministry of Social Affairs. This time they thought of doing something different from previous videos they usually made. Instead of putting subtitles into the slideshows, they wanted to put a story instead by using a voice narration to describe the plot. The voice of a woman was perceived to be more presentable, therefore they asked a consent from the author to participate in this project. Since the video was a collaboration project with governmental institution, as a consequence the language was in Bahasa Indonesia. Likewise, some patients and staff also took parts in this video project. Below is the example of a patient named Deny who had a talent in video editor.

Overall, the author learned a lot on the principles of togetherness and simplicity during the period of CIP completion. Soon as the volunteer period is done, the author altogether with the staff and patients are gathered to carry out a farewell party on Saturday, December 24th 2022.

Picture 4.2 Farewell Party and Food Charity

The event began with the commencement speech from Mr. Darmawan as a head of the institution then followed by a farewell speech of the author, the Islamic lecture, food charity, and finally prayer recitation as a closing.

CONCLUSION & RECOMMENDATION

Conclusion

Madani Mental Health Care implements a unique method called BPSS to treat their patients. Most of mental institutions focus only on the cure of biologiical part from the mental illnesses and many of those can be indecent in their treatment method. However, Madani Mental Health Care breaks this stigma by treating patients as human beings with dignity. Not only does it help patients to recover from mental condition but also equip them with some variety of trainings. Hence, they can perform well once back to their own communities.

Furthermore, Madani provides various classes to the patients one of which is English. English is a well-matched service to a skill of the author and therein perceived an area which benefits the most for the institution. In order to keep up with the world issues, people become familiarized with computers and internet where English serves as a facilitator. As it was explained in chapter one of this paper, English is a window to the world which arguably empowers young minds who utilizing it. Therefore, if there is any skill these patients later can

develop to be better once coming back to their communities, it is through working on their communication and English skills.

At the end of the volunteering period, it is worth mention some issues which became the limitations of this CIP project. On the limitation part, she was the first student that the institution hired for the volunteer with a weekly regular schedule, oftentimes there was not much task to do in the office and the workload stream was highly unpredictable. Since they also had little to no experience in dealing with students whose background coming from outside of psychology major, hence it is understandable that everything did not always run smoothly and consistently according to the expectation. Likewise, it is undeniably difficult to set a clear expectation from the institution about the kind of improvement they wished the author brought upon the CIP completion since this is not a typical volunteer that the institution granted to a student.

Recommendation

The author suggested to Mr. Yudo to implement a more fix curriculum and creating a certain assessment to measure the performance of students from time to time for the English class. One of the examples is to develop its own syllabus that means creating a timetable of exact materials to be delivered in each meeting and determining this plan in advance prior to the beginning of class period. However, he was afraid that having such curriculum as in formal school will burden patients considering the fluctuation on their mental conditions. When experiencing herself, the author cannot deny that some patients often did not fully attend the class because the daily function of a patient was highly affected by the occurrence of their symptoms from medication. As a result, instead of putting a heavy pressure on their performance that potentially can cause a sudden burn out, it is important to keep the patients at ease and maintain the situation to be fun. Therefore, the current modification in the English class is seemingly enough and convenient to be applied for Madani Mental Health Care in the future.

Lastly, the author recommends for the volunteer schedule to be reduced in order to prevent the occurrence of similar issues in terms of time and cost efficiencies. Particularly the emphasis is on the upcoming volunteer with a self-funded project. In this case, for example, the author was placed on English division with a main focus on teaching the class. Since the class itself was only conducted once a week for two hours, therefore perhaps the work schedule should follow accordingly. Alternatively, the work schedule can also be narrowed down from four days to twice a week as a means to anticipate other additional and unexpected tasks related to English division affairs. Assuming Madani Mental Health Care finds common ground on this feedback, thereby, it also helps volunteers eliminating unnecessary costs on their budgets.

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The Antecedents of Investor Intention to Invest in the JAKARTA Cryptocurrency Market

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ABSTRACT

Early in 2020, during the Covid 19 era, cryptocurrency tendencies in Indonesia increased dramatically. An alternate investment was aggressively sought after by investors. However, Indonesia, especially in its capital city of Jakarta, saw a decline in the popularity of cryptocurrencies in 2022. The perception of cryptocurrency is negatively impacted by a number of issues. The goal of this study covers analyzing the influence of investors' risk perception on investing intention in cryptocurrency; analyzing the influence of investors' perception on knowledge on investing in cryptocurrency. Lastly, analyzing the effect of investors' trust perceptions on investing in cryptocurrency and testing the impact of investor's attitudes on investing intention in cryptocurrencies. The dependent variable is investment intention, and the independent variables are perceived risk, perceived knowledge, and perceived trust. The intervening variable is attitude toward behavior. All potential investors in Indonesia made up the entire population of this survey. Purposive sampling, also known as non-probability sampling, is used in this study. Only respondents who meet certain requirements can constitute the sample population in this method. SEM-PLS, which makes use of the SmartPLS software, is the analytical tool used in this work. In the end, perceived knowledge has little effect on investor attitude, whereas perceived risk and perceived trust have a substantial impact. Finally, Investor Attitude also has a significant and positive influence on Investor Intention to Invest in Jakarta's Cryptocurrency Market.

Keywords: Perceived Knowledge, Perceived Risk, Investing Attitude, Perceived Trust, Intention to Invest, Cryptocurrency, Jakarta

I. Introduction

The expansion of the financial technology sector has spurred the sharp rise in cryptocurrency investors in Indonesia. The 2008 financial crisis had a substantial impact on the banking sector. One of the many breakthroughs that have developed swiftly during the past 10 years is the use of technology in financial goods and services, or fintech. At its most basic level, fintech uses specialized software and algorithms that operate on computers and, increasingly, smartphones to assist businesses, business owners, and consumers in better managing their financial operations, processes, and lives. According to Lee and Shin (2018), the current fintech business model includes funding, payments, wealth management, capital markets, and insurance services.

Fintech is a massive phenomena that is always changing as more and more technology entrepreneurs enter the market and adapt it to satisfy social requirements. One way to think of fintech is as a financial service that uses cutting-edge technology to address the essential needs of "tomorrow": high efficiency, cost savings, the enhancement of business operations, rapidity, flexibility, and innovation (Dapp et al. 2014). On the other side, "Fintech" is also used to describe businesses — and, what is even more typical, to start-ups — that act as enablers of these kinds of services. A cryptocurrency is a type of financial technology that is notable for its use of blockchain technology. A cryptocurrency is a form of digital or virtual money that is encrypted for security, making fraud and double spending nearly impossible. Cryptocurrencies stand out because no central authority issues them, which makes them potentially immune to government intervention or manipulation (Frankenfield 2022). The operation of cryptocurrencies, which are digital or virtual currency, depends on cryptography technologies. Without the use of external payment processors, they make it possible to conduct secure online transactions. Hashing operations, public-private key pairs, and elliptical curve encryption are just a few examples of the many cryptographic techniques and encryption algorithms covered by the name "crypto".

When Satoshi Nakamoto published the initial cryptocurrency, Bitcoin, the boom of cryptocurrencies began. The currency's implementation was made available as open-source software in 2009, at which point it was put into use. Although cryptocurrencies gained popularity throughout the course of the year, particularly in Indonesia, few individuals were familiar with them or their use. In Indonesia, the blockchain and crypto asset industries have grown rapidly in recent years, according to data from the Indonesian Blockchain Association (Asosiasi Blockchain Indonesia). Badan Pengawas Perdagangan Berjangka Komoditi (Bappebti) noted that the value of crypto asset transactions in Indonesia will reach IDR 859.4 trillion in 2021. However, the rise in transactions is inextricably linked to the rise in cryptocurrency investors in Indonesia, particularly in Jakarta. It was noted that by the end of 2021, there were 11.2 million cryptocurrency investors. However, there will only be 4 million investors worldwide in 2020. This indicates a 180% growth in cryptocurrency investors over the past year or so. The value of crypto-asset transactions in Indonesia as of February 2022 is IDR 83.8 trillion. To reach 12.4 million, the number of investors has now risen by 532,102.

Early in COVID 19, there was a sharp rise in the number of investors who were buying cryptocurrency since it was seen as a viable alternative to making "easy money" by many. Due

to the increasing number of cryptocurrency investors in Indonesia, many people who lost their jobs as a result of COVID 19 attempt to invest in cryptocurrencies. Unfortunately, cryptocurrency is a volatile market just like any other. Because most of the currencies in the crypto market are high risk and high reward, many new investors rely on influencers, news, and rumors to trade in the market. However, without the right understanding, it is practically certain that they will lose all of the money they invested. Public individuals like Elon Musk have a significant impact on the price movement of several coins, including Dogecoin. Elon Musk's tweets have a significant effect on how much Dogecoins are worth. The value of Dogecoin is rapidly declining once the initial excitement has subsided. This demonstrates the necessity for additional education and practice before making snap decisions while attempting to invest in cryptocurrency. Additionally, recent studies indicate that the trend of cryptocurrency will be dropping by 2022. The cofounder and chief operating officer of TokoCrypto, Mr. Teguh Kurniawan Harmanda, stated in an interview that the worldwide market's events have a cascading impact that has led to a decline in the popularity of cryptocurrencies in Indonesia.

II. Lıterature Revıew and Hypotheses

2.1. Perceived Risk, Perceived Knowledge, Perceived Trust and Attitude Toward Investing in Cryptocurrency

How an investor will invest in cryptocurrencies is influenced by how they perceive the risk. Perceived risk is defined as "the citizen's subjective expectation of suffering a loss in pursuit of a desire outcome" (Warkentin et al., 2002). Perceived risks have an impact on an investor's capacity to apply their financial expertise to make the optimal decision. Risk perception is the process through which someone perceives information and creates a mental picture using that knowledge. As of 2019, Ainia and Lutfi. According to the results of a prior study, (Chen and Farkas 2019) predicted that, given additional empirical validation, it is anticipated that knowledge of risk perception and attitude will provide enterprises with insights into how consumers would behave in these risky situations.

One's view of or belief that they have the knowledge required to evaluate a brand's position within a category of goods is referred to as perceived knowledge. Actual knowledge is the possession of the information regarding a product's features required to select between brands in a specific product category. (1988; Park, Gardner, & Thukral). According to earlier research, a significant number of financial decisions have been demonstrated to be substantially connected with perceived financial expertise (or trust) (Tang and Baker, 2016).

Perceived trust is described as an emotional condition that results from the other person's gratifying behavior and makes one desire to trust them. Numerous research on the adoption of technology have stressed the significance of trust as a strategy to enhance customer interactions, boost credibility, and raise perceived security of the system (Liébana-Cabanillas et al., 2018). Guiso et al. (2009) concluded, based on earlier research, that those who are more trusting are more willing to invest in equities and

hazardous assets. As a result, they are also willing to allocate a higher portion of their money to stock investments.

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The following possibilities could be developed in light of the previous explanation:

H1: Investors' Perceived risk of Cryptocurrency have a significant effect on attitudes toward investing in Cryptocurrency

H2: Investor' Perceived Knowledge of Cryptocurrency have a significant effect on attitudes toward investing in Cryptocurrency

H3: Investor' Perceived Trust of Cryptocurrency have a significant effect on attitude toward investing Cryptocurrency

2.2. Attitude Towards Investing and Intention to Invest in Cryptocurrency

According to the Theory of Planned Behavior (TPB), attitudes toward a behavior, subjective norms, and perceptions of behavioral constraints all have an impact on people's intentions and perceptions of control over that conduct. Intentions are then used to guide behavior, according to TPB. Cuong and Jian (2014) investigated how risk psychology, overconfidence, excessive optimism, herd behavior, and other behavioral attitudes affected individual investors' choices in the Vietnamese stock market. The only study that attempted to analyze bitcoin investment intention in line with a recognized behavioral model to predict intentions is the one by Gazali et al. (2019), who used the Theory of Reasoned Action despite its acknowledged flaws and later advances.

Based on the explanation above, the following hypothesis could be generated:

H4: Investors' attitude toward Cryptocurrency have a significant effect on Investment Intention

III. Research Method

The following table will explain the research methods of this study:

Table 1. Summary of Methods

No	Instruments	Explanation	Notes
1	Research Design	Quantitative, explanatory design	Testing the indicators and hypotheses
2	Data Collection	Primary and secondary data	Online survey, 2 months

3	Population	All investors of cryptocurrency in Indonesia	Unknown in numbers
4	Sampling method	Purposive Sampling on investors of cryptocurrency in Indonesia (especially in Jakarta)	100 crypto investors
5	SEM-PLS Approach	Simultaneously approach	Outer model and inner model
	- Outer Model	Testing loading factor and reliability	17 indicators
	- Inner Model	Testing R-square and hypothesis	4 hypotheses

IV. Findings

4.1.Outer Model

The correlation between the component scores produced using the SmartPLS software will be used to assess the convergent validity of the measurement model with the reflective indicators. The indicator is considered legitimate when the loading factor of a particular indicator factor value is at least 0.5 (Ghozali, 2014). Convergence validity is shown in the Table of Outer Models for weights or loadings. Hence, the AVE and reliability also shown the valid results.

Table 2. AVE and Reliability Results

Variables	Cronbach Alpha	CR	AVE
Perceived Risk	0.674	0.739	0.596
Perceived Knowledge	0.766	0.835	0.680
Perceived Trust	0.785	0.819	0.598
Attitude Toward Behavior	0.851	0.852	0.771
Investment Intention	0.885	0.888	0.814

The outer model is to test the loading factor and the result can be seen below:

Table 3. Outer Model (Loading Factor)

Indicator	Loading Factor	Description
X1.2	0.786	Valid
X2.1	0.811	Valid
X2.2	0.567	Valid
X3.2	0.620	Valid
X5.1	0.894	Valid
X6.1	0.884	Valid
X6.2	0.676	Valid
X7.1	0.676	Valid
X7.2	0.787	Valid
X8.1	0.833	Valid
X8.2	0.789	Valid
X9.1	0.907	Valid
X9.2	0.878	Valid
X9.3	0.848	Valid
X10.1	0.944	Valid
X10.2	0.883	Valid
X10.3	0.878	Valid

4.2. Inner Model

The proposed hypothesis is that "Investors' Perceived Risk of Cryptocurrency have a significant effect on attitudes toward investing in Cryptocurrency." The first hypothesis looks at how the investor's perception of risk influences the investor's attitude toward participating in the crypto market. H1 Original Sample Value was -0.205, T-Statistic is 2.536, and P-Value is 0.011 based on data that have been analyzed using the SEM method. The second hypothesis examines the impact of perceived investor knowledge on investor attitudes toward participating in the cryptocurrency market. The hypothesis is "Investor's Perceived Knowledge of Cryptocurrency Have a Significant Effect on Attitudes Toward Investing in Cryptocurrency."

H2 Original Sample Value was 0.100, T-Statistic is 1.153, and P-Value is 0.249 based on data that have been analyzed using the SEM method.

The third hypothesis looks at the impact of investor perceptions of trust on investor attitudes toward investing in the cryptocurrency market. The hypothesis is that "Investor' Perceived Trust of Cryptocurrency have a significant effect on attitudes toward investing in Cryptocurrency." Based on the data that were analyzed using the SEM method, the P-Value is 0.000, the T-Statistic is 7.492, and the H3 Original Sample Value was 0.566. The last hypothesis looks into the impact of an investor's attitude toward cryptocurrencies on their intention to make an investment; the hypothesis is "Investor's attitude toward Cryptocurrency have a significant effect on Investment Intention." According to data that have been analyzed using the SEM method, the P-Value is 0.000, the T-Statistic is 16.212, and the H4 Original Sample Value was 0.729.

Henceforth, the R-square results can be seen below:

Table 4. R-Square Results

Variables	R-Square
Attitude Toward Behavior	0.498
Investment Intention	0.531

V. Conclusion and Recommendation

The perception of risk was found to have a detrimental and significant impact on investor attitudes toward bitcoin investment. This demonstrates that one of the factors that can affect an investor's attitude is perceived risk. As this study examines potential investors, it comes to the conclusion that risk is a factor that affects whether they want to invest in the cryptocurrency market, particularly because cryptocurrencies are extremely volatile and the trend for cryptocurrencies in 2022 is declining. These factors make potential investors more aware of the risk of investing in cryptocurrencies. Perceived knowledge was found to have no discernible influence on investor attitudes regarding bitcoin investments. The sample size may not be large enough for the variable to be regarded significant, or there may be little variance in the variables because the respondents' levels of perceived knowledge are similar, among other reasons why perceived knowledge is thought to be unimportant. This indicates that investor attitude is more strongly influenced by other factors than perceived knowledge.

The perception of trust has a positive and significant impact on investor attitudes toward bitcoin investments. This demonstrates that a number of factors, including perceived trust, can affect the attitude of investors. Trust is crucial in determining investor attitudes because it affects how likely a potential investor is to invest in cryptocurrencies. The more trust a potential investor has in cryptocurrencies, the more probable it is that they will do so. The intention to invest in cryptocurrencies is positively and significantly impacted by one's attitude toward behavior. Since attitude and goal are strongly related, this variable can be verified. Whether an investor has any intention of making a bitcoin investment depends on their mentality. The most important factor influencing an investor's decision to buy cryptocurrencies is their attitude.
Perceived risk, perceived trust, attitude toward behavior, and investor intention all have a substantial correlation, according to this study. This study aims to better understand the factors

that potential investors consider when deciding whether or not to invest in cryptocurrencies so that the company that manufactures such coins, as well as other organizations, the government, etc., can benefit. Based on the findings of this study, the respondent is well aware of the risk associated with investing in the cryptocurrency market and their confidence in cryptocurrencies. The company that produces bitcoin needs to be able to regulate more in regards to the scam that happens. Due to the numerous scams and ponzi that have occurred this year, potential investors' trust has been diminished and they are reluctant to participate in cryptocurrencies, even though all investments are dangerous.

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Exploring Liquidity Ratio, and Solvency Ratio at PLN Fulfills Business Continuity, Resiliency, and Sustainability

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ABSTRACT

Electricity that is for a better life is the tagline of PT PLN (Persero), whilst both oversupply and carbon emission constitute the constraints to emerge it. The oversupply is the deficiency of PT PLN (Persero) to generate energy over than the demand power of customers. Besides, carbon emission influences climate change. This analysis to explore the capability of PLN dived more reasonably to understand the fulfillment of solving oversupply with liquidity ratios to meet business continuity and resiliency. Furthermore, this study aimed to have some inputs for continuous improvement in effective and efficient ways to obtain the growth of financial reports more impactful to save the future either in economy or environment, particularly business sustainability with solvency ratios. The Decree No.KEP-100/MBU/2002 issued by Indonesia Ministry of State-Owned Enterprises in June 2002 provides the mandatory of exploring of the SOE financial health condition. Therefore, the liquidity ratio became a study to analyze the containment among performance, adaptability, and development to obtain revenue with covering profitable orientations to reduce short-term debt using current, quick, and cash ratio. Likewise, fulfilling the long-term debt was imperative to concentrate the business sustainability more simultaneously in risk analysis to have trust from the public that PLN was the only producer of electric energy with eco-friendly. Thus, this study also measured the solvency ratio toward PLN's ability paying off long-term debt, followed by changing the technology of its power plants from high to low-carbon emission and building renewable energy generators to achieve net-zero emission program until 2060.

Keywords: Liquidity Ratio, Solvency Ratio, Continuity, Resiliency, Sustainability

1. INTRODUCTION

Mınıstry Of Energy And Mıneral Resources has an obligation to monitor electricity for human life in Indonesia in which PT PLN (Persero) has the only holder of the electricity distributor. The condition of energy to generate electricity is abundant. The demand of electrical current should be adjusted by the supply from PT PLN (Persero) and it should be balanced between the demand and the supply. In fact, PT PLN (Persero) has had a dilemma between the adjustment of the program and the demand of energy since COVID-19 has ended. As a result, the supply given by PT PLN (Persero) is over compared to the demand from society, business industry, and the government, in which the oversupply is around 7 Gigawatt (Press Release No. 099.PR/STH.00.01/II/2023). Meanwhile, Indonesian population almost feels the circumstance of electrical current in their settlement from urban areas to remote areas according to the ratio of the electrification almost full, reaching to 99,63 percent (https://www.esdm.go.id/en/media-center/news-archives/2023-indonesia-timur-jadi-target-kejar-rasio-elektrifikasi, 2023). This energy is generated by various power plants, such as fuel-fossil and renewable sources.

The customer of the firm is 82.5 million customers (PLN Statistics in 2021) with a growth of roughly 4 per cent every year, which is around 3 million electric installations. However, government regulation no. 14 of 2012 concerning business activities for the supply of electricity has provided opportunities for the private sector to build power plants and then to sell its energy with PT PLN (Persero) since several years ago, the problem was the funding in Indonesia was low to build new power plants, so the government considered the new regulation, but it did not oppose the constitution. As a result, Indonesia gave chances from the upstream level to investors from local and international. Finally, there was a program of 35,000 Megawatt in May 2015 and the progress was successful to establish the power plants about 415 units with the capacity of 16,596 Megawatt or approximately 47 percent from the program of 35,000 Megawatt.

Nevertheless, the success of the program created oversupply because of the pandemic of COVID-19. Thus, the prediction to forecast the equilibrium is not matched. However, PT PLN (Persero) continuously finds the solutions for the business, so that PT PLN (Persero) prevents loss of the operational cost much and business continuity is expected to result in some breakthroughs. By obtaining the efficiency of about 41 trillion rupiah in 2022, CEO of PT PLN (Persero) reported to Commision VI of The People's Assembly Council of The Indonesia Republic.

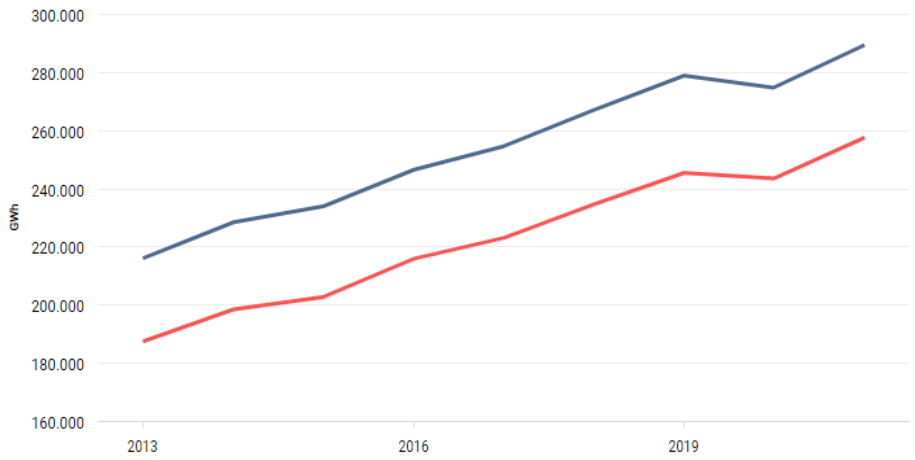

Figure 1 : Comparison of PLN's Electricity Supply and Electricity Sold to Customers (2013-2021)

(Source : The Statistics of PLN in 2021)

The red line shows electricity sold to customers while the black line is a supply of electricity produced and purchased by PLN. The gaps between two lines are not narrow, which are from 28,000 – 32,000 Gigawatt. Thus, PLN's obligation has to accelerate the performance in business continuity to obtain more than the excellent result compared to the common target for key performance indicators to sell the exceeding energy. Additionally, operational cost, investment cost, and production cost as well as short-term debt are illogical to chase the miss of the gap in earning the reasonable revenue. However, the liquidity ratio is the guidance to adjust the business continuity to recover the high difference while pursuing the fast responsiveness.

Moreover, since pandemic has been spreading on earth, all businesses need resiliency to face negative and positive pressure, even WHO urged that every country should apply strict social distancing in the interaction of one another in daily life. As we know, electricity use experienced a downward trend between 2020 and 2022. This was the big challenge that PT PLN (Persero) had. Therefore, measuring the liquidity ratio to solve the catastrophe is imperative to recalculate the right target in the ratio.

Eventually, climate change is currently a global problem that challenges sustainable development around the world. According to the Intergovernmental Panel on Climate Change (IPCC), human activity such as excessive burning of fossil energy and emission of greenhouse gasses is the main cause of climate change. The Paris Agreement exists and is binding on all countries to achieve common goals with ambitious efforts to combat climate change and achieve net zero emissions (NZE). Therefore, the role of all layers in every nation must commit to an agreement for diminishing the carbon emission. This is becoming environmental issues, so it is needed the program of the sustainability. The real contribution from PT PLN (Persero) is becoming the prime obligation to conduct some innovation from high to low carbon emission of the power plants, especially fuel-fossil substances related to sustainability, which affects the environment and social life. Currently, Indonesia has fuel-fossil consumption for power plants more than 50 per cent from the total of power plants in Indonesia, in which the generators produce much carbon emission and contaminate the amount of air.

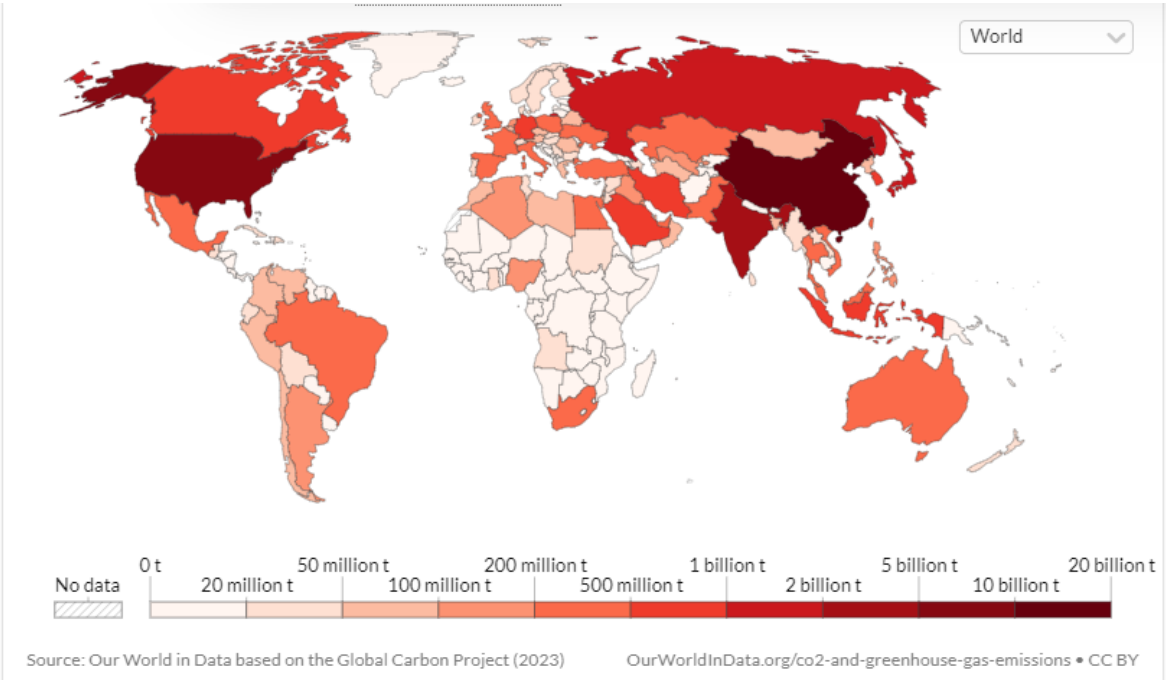

Figure 2 : World Carbon (CO2) Emissions
(Source : https://ourworldindata.org/co2/country/indonesia)

As shown on the map, the total carbon emission in this world is around 37.123 billion tonnes. Meanwhile, there are three countries displaying the darkest red, in which Russia, the USA, and China experience a serious issue of unclean air because of the large amount of the carbon emission, 1.76 billion tonnes, 5.01 billion tonnes, 11.47 billion tonnes respectively. Likewise, Indonesia is the biggest contributor of the emission among southeast asian countries.

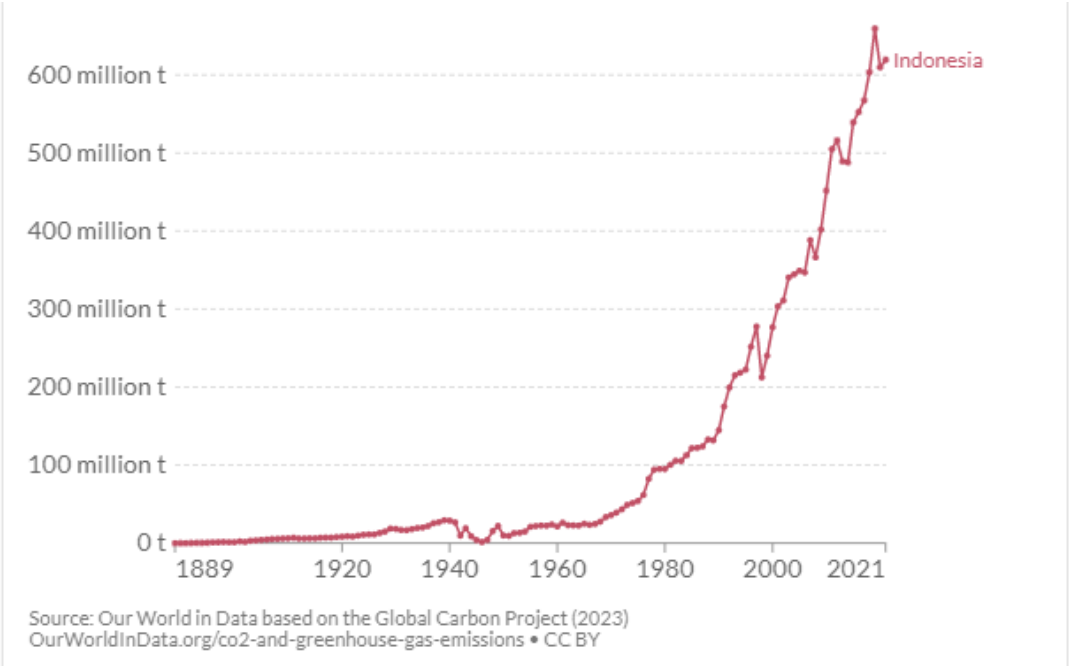

Figure 3 : Indonesia Carbon (CO2) Emissions
(Source : https://ourworldindata.org/co2/country/indonesia)

The chart of figure 3 depicts a dramatical increment of carbon emission in Indonesia with the peak point of 659.44 million tonnes in 2019. As observed, the trend is upward. If Indonesia cannot reduce it, the air quality can deteriorate due to climate change. However, alongside 2021, Indonesia was able to eliminate 10.37 million tonnes of carbon dioxide (CO2) emissions from generators, which is more than double fold of the target of 4.92 million tonnes, but the amount of the emission in Indonesia is not still under 600 million tonnes, with just 619.28 million tonnes. It can be concluded if Indonesia does not conduct breakthroughs above 10 million tonnes of the carbon, so the result of the reduction can be predicted by solely around 370 million tonnes in 2060. The achievement is not optimal to obtain net-zero emission because the increase is not calculated, if there are increases, so the effort has to be tougher. Thus, Indonesia strives to find other solutions more massively to get the significant elimination. All of the contributions need much expenditure to strive the transformation from the high amount of the emission to net-zero. Chief Executive Officer of PT PLN (Persero) said that PT PLN (Persero) needs the budget of 700 Billion Dollar US (https://www.dunia-energi.com/ini-cara-pln-dapatkan-biaya-us700-miliar-kejar-net-zero-emissions-2060/,2022). If the enterprise borrowed the money for a debt, the effect is not significant to the financial report. It can even subtract the liquidity ratio and add the time period of the solvency ratio. A negative influence of debt

ratio on Return of Asset (ROA) for a sample of companies from Hong Kong, Singapore, South Korea, and Taiwan. However, Akenga (2017), Kebewar and Shah (2012), and Baum et al. (2006) found that debt has no significant impact on profitability. Hence, it is better to allocate the profit as retained earnings to invest in the breakthrough of carbon emission reductions on power plants through controlling liquidity ratio strictly to keep business continuity and resiliency to face uncertainty from technological disruption.

That is why PT PLN (Persero) takes the obligation to concern the imperative role to boost its performance in clean productions, but the result can cover diminishing the carbon and yielding the revenue to earn profit and cash flow more reasonably to support business continuity in short-term performance and debt at the same time. All of the processes need some funds to create new innovations to filter the carbon from the cycle of the electric energy production. Hence, exploring solvency ratio is the right tool to keep the healthy finances and control on the track according to the roadmap in achieving efficient results with effective ways, such as investing in renewable energy power plants and creating the innovative tools to eliminate the carbon dioxide emission.

To conclude, the conditions of PT PLN (Persero) about an imbalanced calculation are such as oversupply with the high gap, power plants with high carbon emission that impact climate change, lack of funds to support the low carbon emission power plants, unstable and unplanned business continuity, resiliency, and sustainability. Last but not least, the alternatives that can be taken to overcome the imbalances are, particularly, exploring the liquidity ratio fulfills business continuity, and resiliency to minimize the high gap of the oversupply, followed by exploring the solvency ratio fulfills business sustainability to obtain the low carbon emission and renewable power plants.

Profile of PT PLN (Persero)

The national power utility of Indonesia is PT Perusahaan Listrik Negara (Persero) ("PLN"). With more than 80.7 million subscribers as of June 2021, PLN is one of the biggest electric utility providers in the world. The mission of PLN, a fully government-owned business and the second-largest state enterprise in terms of assets in Indonesia, is to support national development by ensuring a consistent supply of energy over the entire nation. In Indonesia, PLN is the only entity that purchases, transmits, and distributes power, with the exception of a few industrial parks and off-grid locations. As of June 2021, PLN's power supply was made up of a combination of its own production, which as of that date totaled 45,855 Megawatt, and purchases from IPPs, which as of that date totaled 17,293 Megawatt.

The quality of PLN's energy mix for the production of electricity is being improved significantly. By building new generating plants based on cutting-edge and renewable energy sources, PLN aims to lessen the environmental effect of its power generating facilities. According to a government regulation, the Ministry of Energy and Mineral Resources is directing PLN to attain carbon neutrality by 2060 and a mix of new and renewable energy sources of 23% by 2025.

In 2020, PLN will create 13.1% of its new and renewable energy from self-owned plants, leased facilities, and IPPs. According to RUPTL predictions, PLN will need to have 19.9 Gigawatt worth of new and renewable energy generating facilities by 2025 in order to reach its desired mix. The overall capacity of PLN's new and renewable energy generation was 7.9 Gigawatt at year's end 2020, hence the company has to construct an additional 12.0 Gigawatt of new and renewable energy generation capacity. Geothermal,

wind, solar, hydro, and biomass-powered energy generating facilities can be used as an alternative to new, sustainable energy-generating facilities.

By analysing the issues, the researchers consider that the study is to conduct some academic approaches in financial tools to measure the imbalanced measurement among various situations and conditions followed by the alternatives to fix the case of imbalances in line with the human imagination and the logical calculation. Therefore, firstly, we need to conduct the research for liquidity ratio in the short-term period from 2018 to 2022. Secondly, conducting the analysis of solvency ratio is to predict the capability of PT PLN (Persero) to cover operational and investment cost for funding the net zero emission (NZE) until 2060 because in the future, PT PLN (Persero) faces volatility, uncertainty, complexity, ambiguity, and disruption in digital era, particularly digitizing business and finance process to adapt a variety of dynamic changes globally from generating stage to distributing stage, so the performance and the development to tackle the challenges have to be controlled with noticing the solvency ratio in long-term period.

2. LİTERATURE REVİEW

a. Liquidity Ratio

The first literature is based on Joe Lan (2012). Liquidity ratios are the ratio to measure a firm's ability to meet its short-term obligation. The metric helps determine if a company can use its current, or liquid, assets to cover its current liabilities. Three liquidity ratios are commonly used – the current ratio, quick ratio, and cash ratio.

A ratio of 1 means that a company can exactly pay off all its current liabilities with its current assets. A ratio of less than 1 (e.g., 0.75) would imply that a company is not able to satisfy its current liabilities. A ratio greater than 1 (e.g., 2.0) would imply that a company is able to satisfy its current bills. In fact, a ratio of 2.0 means that a company can cover its current liabilities two times over. A ratio of 3.0 would mean they could cover its current liabilities three times over, and so forth.

Types of Liquidity Ratios

1. **Current Ratio**

   The current ratio is the simplest liquidity ratio to calculate and interpret. Anyone can easily find the current assets and current liabilities line items on a company's balance sheet. Divide current assets by current liabilities, and you will arrive at the current ratio.

2. **Quick Ratio**

   The quick ratio is a stricter test of liquidity than the current ratio. Both are similar in the sense that current assets is the numerator, and current liabilities is the denominator.

   However, the quick ratio only considers certain current assets. It considers more liquid assets such as cash, accounts receivables, and marketable securities. It leaves out current assets such as inventory and prepaid expenses because the two are less liquid. So, the quick ratio is more of a true test of a company's ability to cover its short-term obligations.

3. **Cash Ratio**

   The cash ratio takes the test of liquidity even further. This ratio only considers a company's most liquid assets – cash and marketable securities. They are the assets that are most readily available to a company to pay short-term obligations.

b. Solvency Ratio

Based on Joe Lan (2012), solvency ratios measure a company's ability to meet its long-term obligations. The metric is very useful to lenders, potential investors, suppliers, and any other entity that would like to do business with a particular company. It usually compares the entity's profitability with its obligations to determine whether it is financially sound. In that regard, a higher or strong solvency ratio is preferred, as it is an indicator of financial strength. On the other hand, a low ratio exposes potential financial hurdles in the future.

Limitation of the Solvency Ratio

Although the solvency ratio is a useful measure, there is one area where it falls short. It does not factor in a company's ability to acquire new funding sources in the long term, such as funds from stock or bonds. For such a reason, it should be used alongside other types of analysis to provide a comprehensive overview of a business' solvency.

Other Solvency Ratios

Financial ratios enable us to draw meaningful comparisons regarding an organization's long-term debt as it relates to its equity and assets. The use of ratios allows interested parties to assess the stability of the company's capital structure. Here are a few more ratios used to evaluate an organization's capability to repay debts in the future.

1. **Debt-to-Equity (D/E) Ratio**

   Often abbreviated as D/E, the debt-to-equity ratio establishes a company's total debts relative to its equity. To calculate the ratio, first, get the sum of its debts. Divide the outcome by the company's total equity. This is used to measure the degree to which a company is using debt to fund operations (leverage).

2. **Interest Coverage Ratio**

   With the interest coverage ratio, we can determine the number of times that a company's profits can be used to pay interest charges on its debts. To calculate the figure, divide the company's profits (before subtracting any interests and taxes) by its interest payments. The higher the value, the more solvent the company. In other words, it means the day-to-day operations are yielding enough profit to meet its interest payments.

3. **Debt-to-Capital Ratio**

   As implied in the name, the debt-to-capital ratio determines the proportion of a business' total capital that is financed using debt. For example, if a company's debt-to-capital ratio is 0.45, it means 45% of its capital comes from debt. In such a case, a lower ratio is preferred, as it implies that the company can pay for capital without relying so much on debt.

c. Business Continuity and Business Resiliency

Disruptive events are a nearly inevitable consequence of operating in a complex environment, and being properly prepared is key to an efficient restoration of normal business operations.

Many leaders may be operating under the illusion that the Central Administration will provide a complete backstop for any deficiencies experienced, such as technical expertise, system availability, human resources, and budget

assistance. However, the responsibility for planning for a significant interruption and preparing how to resume normal business activities, especially the financial consequences of such, falls to department leadership, who can, and should, be engaging with Central Administration in its planning process.

A basic question department heads should ask themselves to self-assess its business resiliency preparedness:

Financial and liquidity

- Are there financial protocols to provide crisis funding, protect liquidity, and maintain the business?
- Have you defined the broad scope of root-cause investigations and how they will be governed?

d. Business Sustainability

In business, sustainability refers to doing business without negatively impacting the environment, community, or society as a whole.

Sustainability in business generally addresses two main categories:

- The effect business has on the environment
- The effect business has on society

The goal of a sustainable business strategy is to make a positive impact on at least one of those areas. When companies fail to assume responsibility, the opposite can happen, leading to issues like environmental degradation, inequality, and social injustice.

Sustainable businesses consider a wide array of environmental, economic, and social factors when making business decisions. These organizations monitor the impact of its operations to ensure that short-term profits don't turn into long-term liabilities.

Examples of Sustainability in Business

Many successful organizations participate in sustainable business practices, however, no two strategies are exactly the same.

Sustainable business strategies are unique to each organization as they tie into larger business goals and organizational values. For instance, sustainability in business can mean:

1. Using sustainable materials in the manufacturing process
2. Optimizing supply chains to reduce greenhouse gas emissions
3. Relying on renewable energy sources to power facilities
4. Sponsoring education funds for youth in the local community

3. RESEARCH DESİGN AND METHODOLOGY

The research design of financial performance analysis of PT PLN (Persero) was developed using a liquidity ratio analysis and a solvency ratio analysis which comes from the audited financial report of the company from 2018 to 2022. The research design and variable of this study are illustrated in **Figure 4.**

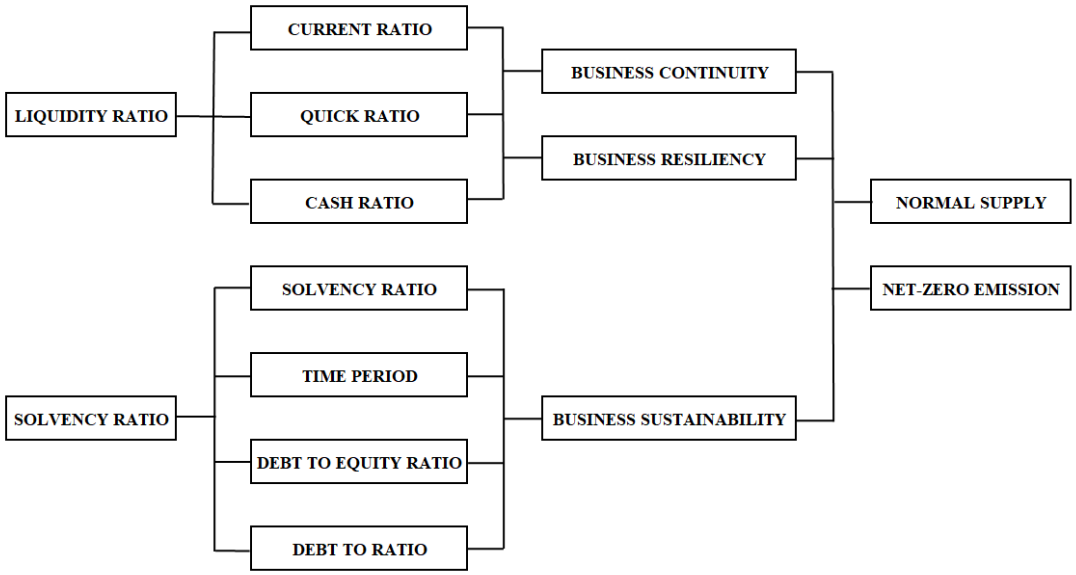

Figure 4 : Financial Performance Analysis

Research Hypotheses

$H0_1$: Using Current Ratio, there is a fluctuated trend in financial performance From 2018 To 2022

$H0_2$: Using Quick Ratio, there is a fluctuated trend in financial performance From 2018 To 2022

$H0_3$: Using Cash Ratio, there is a fluctuated trend in the financial performance From 2018 To 2022

$H0_4$: Using Solvency Ratio, there is a fluctuated trend in financial performance From 2018 To 2022

$H0_5$: Using Time Period, there is a fluctuated trend in the financial performance From 2018 To 2022

$H0_6$: Using Debt to Equity Ratio, there is a fluctuated trend in financial performance From 2018 To 2022

$H0_7$: Using Debt to Ratio, there is a fluctuated trend in the financial performance From 2018 To 2022

A. Location and Time of Research

By exploring the inputs of audited financial reports from 2018 to 2022, the authors obtained data of PT PLN (Persero), for two months from March to May 2023.

B. Data Collection Methods

The steps to collect the information related to research were gained as follow:

1. the website of PT PLN (Persero) is https://www.pln.co.id
2. field studies namely direct observation investigated objects.
3. observation, namely how to collect information through direct observation of the object under investigation.
4. direct conversations with company management and employees relating to writing this thesis

C. Types and Sources of Data

1. Data type

a) Quantitative data consists of data in the form of numerical report about the company
b) Qualitative data in the form of data intended by the parties company directly in the form of financial reports etc.

2. Informants
a) Primary data, namely data that received directly performance driven company observations and interviews with managers and employees, such as a brief overview, organizational structure and business.
b) Secondary data, namely data that is received from company documents either in the form of reports writing is complete periodically, such as financial reports.

D. Method of Analysis

By achieving the outputs of the research, the analytical method is used as follows:

1. Analysis of the liquidity ratio with the following formula
   a. Current Ratio
      Current Ratio = Current Assets / Current Liabilities
   b. Quick Ratio
      Quick Ratio = (Cash + Accounts Receivables + Marketable Securities) / Current Liabilities
   c. Cash Ratio
      Cash Ratio = (Cash + Marketable Securities) / Current Liabilities
2. Analysis of the solvency ratio with the following formula
   a. Solvency Ratio
      Solvency Ratio = (Net Income + Depreciation) / All Liabilities (Short-term + Long-term Liabilities)
   b. Time Period
      Time Period = 100 % / Solvency Ratio
   c. Debt to Equity Ratio
      Debt to Equity Ratio = Total of Liabilities / Equity
   d. Debt to Ratio
      Debt to Ratio = Total of Liabilities / Total of Asset

4. RESULT AND DISCUSSION

Table 4.1 Current Ratio (CR) Calculation Result

in million rupiah

Year	Current Asset	Current Liabilities	Current Ratio (%)
2018	113,415,251	157,895,954	0.72
2019	151,366,673	159,298,153	0.95
2020	97,153,318	149,629,528	0.65
2021	85,911,375	146,538,480	0.59
2022	119,391,382	145,071,451	0.82

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

Before the pandemic of COVID-19, PT PLN (Persero) from the table showed a growth to almost 1. This means that the enterprise was able to fulfill the current activities without many hesitations. If there were a matter of COVID-19 among 2020-2022, the position of the ratio could reach a peak of above 1. However, uncertainty could be solved by the enterprise alongside

the pandemic although the ratio decreased almost one-third, which was the lowest ratio of 0,59 amd the same time the burden for power plants because of the last program of 35,000 Megawatt was finished that was the liabilities so high, such as account payable, and obligation as the majority of more than half of the total of current liabilities. Finally, in 2022, the movement shifted to grow up at 0,82, displaying a recovery trend. As a matter of fact, the trend was not the worst, but consequently, many operational and investment activities had to be more efficient than the ordinary period. Moreover, oversupply happened throughout the five-year timeline. Therefore, after the health issue, PT PLN (Persero) has to prepare many breakthroughs to fix the condition so that the business process is stable, continuous, and resilient to cover the fast responsiveness to the public in order to absorb the oversupply energy, and make the better development in current ratio. Thus, at least, PT PLN (Persero) has to have an addition of current ratio about 0.3 to protect the uncertainty for three years because of the pandemic of COVID-19.

Table 4.2 Quick Ratio (CR) Calculation Result

in million rupiah

Year	Current Asset	Stock	Current Liabilities	Quick Ratio (%)
2018	113,415,251	15,506,567	157,895,954	0.62
2019	151,366,673	12,934,233	159,298,153	0.87
2020	97,153,318	10,277,289	149,629,528	0.58
2021	85,911,375	10,393,419	146,538,480	0.52
2022	119,391,382	17,534,804	145,071,451	0.70

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

The table showcases that alongside the timespan, the quick ratio was not able to pay off the current liabilities. This could not avoid the account payable due to oversupply, and the obligation. Besides, the stock was just having a range of 0.085-0.12. from the current asset. In the meantime, the cash was from 35 percent to 50 percent of the current asset. This was the condition of the low demand during the social distancing, so many activities especially office operated its operational process through work from home. It was major not only for governmental but also private sectors following the regulation, so the revenue was earned insufficiently to prevent the gap because there was no crisis fund based on the fundamental of business continuity and resiliency (https://rmas.fad.harvard.edu/business-continuity-and-business-resiliency, 2023) at least two years, but it is better to allocate more than three years. This proved that the enterprise did not fulfill the foundation of the business orientation. However, the amount of carbon emission for two years experienced a downward trend.

Table 4.3 Cash Ratio (CR) Calculation Result

in million rupiah

Year	Cash – Cash Equivalent	Current Liabilities	Cash Ratio (%)
2018	33,294,560	157,895,954	0.21
2019	46,598,783	159,298,153	0.29
2020	54,735,434	149,629,528	0.37
2021	37,968,399	146,538,480	0.26
2022	51,503,096	145,071,451	0.36

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

In 2018 to 2020, PT. PLN (Persero) still uses manual cash not in the form of petty cash or petty cash and the cash pattern is still not exceeded, so the system is still declining. In 2021 until now PT. PLN (Persero) is preparing ERP-SAP to use the PPFA (Centralized Management and Administration Function) system to extend the SAP with more functions. The PPFA system will separate administrative functions in the areas of finance, human resources and general affairs. Starting in 2021 until now, each PLN in the Unit can drop from the PLN Distribution office an amount of rupiah for petty cash and within one week the petty cash must have zero balance, otherwise the money will be withdrawn (swap). With the PPFA system there will be efficiency in internal PLN operational costs. However, the process was not yet covering all of the offices. Additionally, the system is still built to operate extensively step by step for the function of the third parties in order to pay the result after accomplishing their contracts, all administrations and to prevent fraud from the long bureaucracy to the system of financial SAP at the head office. Cash can be gained fast because the process of billing management, such as the electric bills to customers can be processed online and realtime. This system was integrated and embedded among Centralized Customer Service Application (AP2T), Flow Management and Monitoring Centralized Revenue (P2APST) and System Application and Product in Data Processing (SAP) (https://journal.eng.unila.ac.id/index.php/jitet/article/download/2439/1186, 2022).

Table 4.4 Solvency Ratio (CR) Calculation Result

in million rupiah

Year	Profit	Depreciation	Total Liabilities	Solvency Ratio (%)
2018	11,575,756	157,895,954	565,073,888	7.49
2019	4,322,130	159,298,153	655,674,600	6.05
2020	5,993,428	149,629,528	649,247,189	7.31
2021	13,174,877	146,538,480	631,609,333	8.65
2022	14,414,720	145,071,451	646,688,710	9.04

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

The business process gained revenue more much than the operational cost, so PT PL (Persero) earned profit. It is not only increasing the revenue but also the firm significantly optimized the efficiency in the right priority because the negativity of the low power demand between 2019 and 2020 was so dramatical. Meanwhile, the target was low depreciation and optimizing the increasing debt. Lastly, in 2022 the corporation showed the better performance than the prior periods. However, all leaders should oversee the control of long-term debt since business can be affected by sustainability risks becoming the constraint of ecosystem-friendly.

Table 4.5 Time Period Calculation Result

in million rupiah

Year	Profit	Depreciation	Total Liabilities	Solvency Ratio (%)	Time Period (Year)
2018	11,575,756	157,895,954	565,073,888	7.49	13.35
2019	4,322,130	159,298,153	655,674,600	6.05	16.54
2020	5,993,428	149,629,528	649,247,189	7.31	13.69
2021	13,174,877	146,538,480	631,609,333	8.65	11.56
2022	14,414,720	145,071,451	646,688,710	9.04	11.06

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

If PT PLN (Persero) can allocate its profit for the right calculation to be retained earnings from right now to 2060. the company will fulfill the obligation of Net-Zero Emission. Because if the corporation took some debts, the company just increased the interest as a burden. Even though the margin experienced an upward trend, the firm has to consider the future in sustainability of NZE. It is better for PT PLN (Persero) to increase the long-term debt not to invest the asset with the high depreciation, especially an obsolete technology of power plants. Besides, the spare part will be discontinued several years later and there is no subtitution to change its materials. Therefore, PT PLN (Persero) should estabilsh power plants sourcing renewable energy, in which the location is not far from company's medium voltage networks and subtations. The consideration is particularly eficiency and business sustainability to reach the population of customers and to connect the economic growth of societies. Thus, the funding to cover business sustainability has many requirements to notice long-term debt to be reduced without adding the same debt because the right strategy according to the previous research is to hold retained earning to allocate paying-off the obligation more effective to monitor the ratio.

Table 4.6 Debt to Equity Ratio Calculation Result

in million rupiah

Year	Equity	Total Liabilities	Debt to Equity Ratio (%)
2018	927,413,857	565,073,888	60.93
2019	929,380,413	655,674,600	70.55
2020	939,812,592	649,247,189	69.08
2021	981,607,123	631,609,333	64.34
2022	991,450,566	646,688,710	65.23

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

The ratio showed a fluctuation of the equity, and the liability seemed an identical trend in 2019, so it could be predicted the equity used for OPEX (operational cost) inefficiently during the pandemic of COVID-19 where the company operated oversupply and the energy consumption was declining markedly.

Table 4.7 Debt to Ratio Calculation Result

in million rupiah

Year	Total Asset	Total Liabilities	Debt to Ratio (%)
2018	1,492,487,745	565,073,888	37.86
2019	1,585,055,013	655,674,600	41.37
2020	1,588,914,720	649,247,189	40.86
2021	1,613,216,456	631,609,333	39.15
2022	1,638,139,276	646,688,710	39.48

(Source : Audited Financial Report Of PT PLN (Persero) 2018-2022 and Lumban Gaol, 2023)

The ratio gave the opportunity to fulfill the sustainability goal of optimizing the investment using the low cost technology with orienting to the zero or low carbon emission. It is getting much better assets by changing the technology to lower carbon emission. In the meantime, the total carbon emissions that were successfully reduced through cofiring at the 33 PLTUs amounted to 391 thousand tons of CO2 for a semester (https://web.pln.co.id/cms/media/2022/10/tekan-emisi-karbon-pln-hasilkan-listrik-hijau-394-gwh-dari-cofiring-33-pltu/, 2022). Thus, the result was positive to yield a low carbon emission, and eco-friendly surrounding the power plants with the sustainable comprehension, but the target was not optimum yet.

5. CONCLUSION AND RECOMMENDATION

a. Conclusion

Although PT PLN (Persero) has been improving its performance in the enterprise system of finance, the process is still under constructed to support a central payment system of the third parties, particularly the procurement of goods and services in the contracts. This is to accelerate the business to pursue continuity, resiliency, and sustainability with business associates fulfilling the obligation of PT PLN (Persero), such as reducing the amount of carbon emission on power plants.

b. Recommendation

PT PLN (Persero) should have a crisis fund to protect liquidity ratio, particularly to allocate retained earnings to cover Net-Zero Emission, businesss continuity, resiliency, and sustainability every single period rather than to borrow debt in which it is only increasing the number of liabilities, so that recovering the oversupply to be normal.

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Financial Performance Analysis During 2017-2021 in Oil Production: Case Study in Indonesian Oil and Gas Industry

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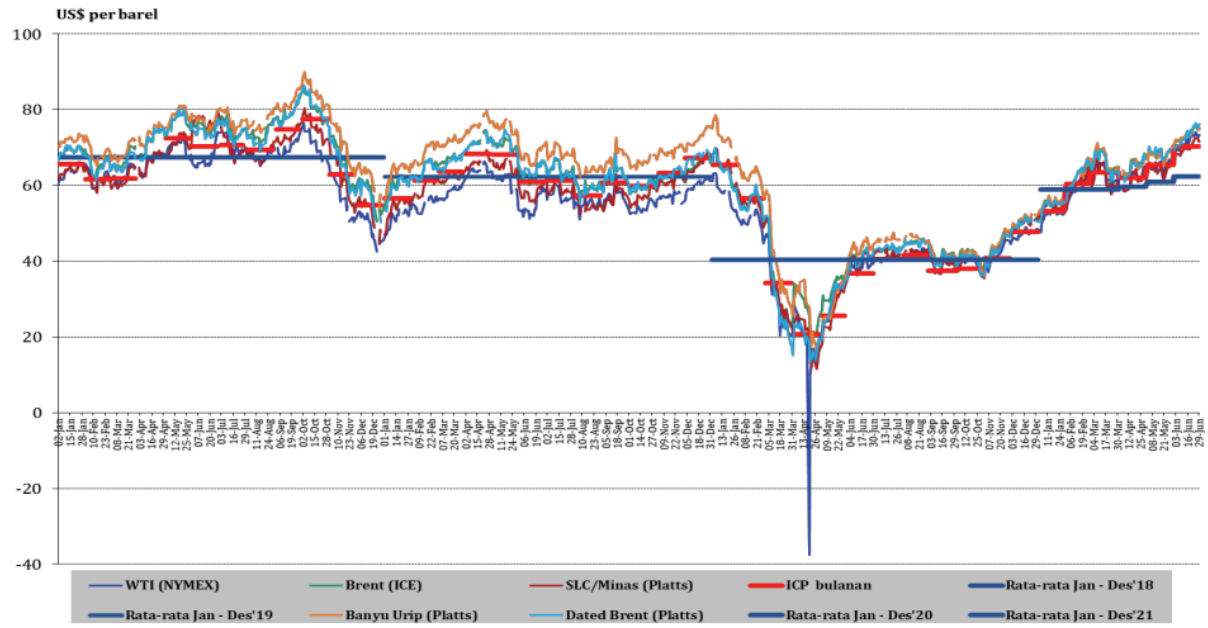
ABSTRACT

Indonesia's oil and gas industry is the huge contributor to government export revenues and contributes a substantial amount to state revenue. However, the total oil production dramatic declined around 17% in year 2019, and the sharpest decline was in 2020. This situation gives impact to performance of oil and gas industry, especially government revenues. Therefore, the purpose of this study is to measure the financial performance of Oil and Gas Industry. The data were collected from financial report during 2017-2021. Paired sample t-test and financial ratio analysis (FRA) were used to analyzed the data. The finding shows that the largest oil and gas company in Indonesia is still in good financial condition, although it gained loss. In addition, current ratio and return on equity had significance in oil and gas production. The authors believe that findings will be helpful for management who continuously attempt to explore opportunities to provide a higher return.

Keywords: Financial Performance; Oil Price, Solvency; Profitability, SEOs.

INTRODUCTION

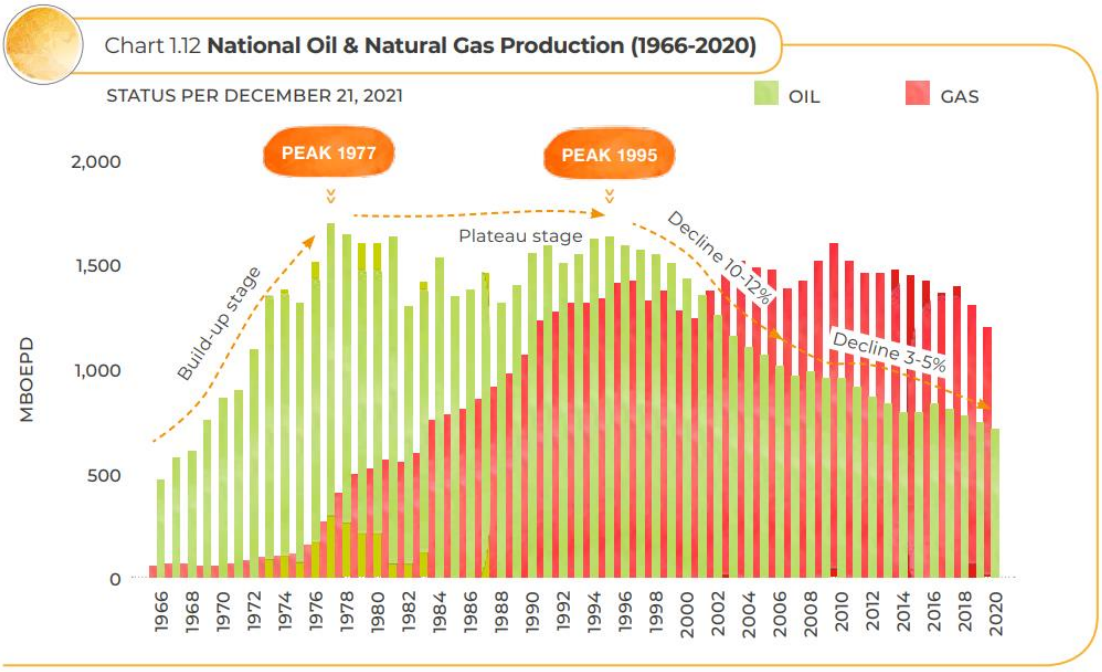
In recent years, oil and gas industry has become the vital part of the economics of Indonesia and Global market. This industry gives huge contribution in many ways, including investment, job creation, regional growth, and oil export revenue, taxation, and energy security. It even played a huge role in human life. For examples, petroleum can be used to make plastic, water bottle, and roads. It can keep our engine run smoothly and gas can be used to cook food. In the case of oil price, Oil and Gas industry has experienced dramatic volatility, both Indonesia and Globally (1-5) supported that the oil price has been volatile since its first oil crisis in 1973. According to PWC in year 2016, the amount of oil price in the global market declined sharply from US$145 per barrel in the mid of 2008 to approximately US$40 per barrel at the end of 2008. Then oil price was an increase at US$ 77,11 per barrels in 2010 and a further increased at US$91,39 per barrels in 2011 as per Energy today in year 2015. However, the amount of oil price fell slightly at US$88,95 per barrels in 2012 and a further fell at US$ 49,93 per barrels in May 2016. On the other hand, the oil price in Indonesia is not in line with the changes of oil price in global. In 2008, the amount of oil price was lower than the crude oil price in global which is US$96,13 per barrels and then it fell down to US$61,58 per barrels in 2009 as reported by Indonesia Crude Price in year 2009. Next, there was a significant increase at US$ 79,4 per barrels in 2010 and a further increased to US$112,73 per barrels. However, it falls down to US$ 49,46 per barrels in 2016 as explained by Ministry of Energy and Mineral Resources of Republic of Indonesia in year 2016. And in 2021 the oil price become US$73,36 per barrels. The volatility of oil price has been affected by the limited production and high demand.



Source: Data Statistik ESDM 2017-2021

Fig. 1: Crude Oil Price Movement

Figure 1 gives information about the crude oil price movement Indonesia between 2017 to 2021. Overalls, the oil price fluctuated. The highest amount of oil price was in December 2021. The lowest oil price is from January-December 2020.



Source: SKK Migas Annual Report 2021

Fig. 2: Performance of crude oil and gas

Figure 2 gives information about the performance of crude oil and gas production Indonesia between 1966 and 2020. Overalls, the amount of oil and gas production fluctuated. The highest amount of oil and gas production was in 1977 and 2020 respectively. The lowest amount of oil and gas production is from 2013 to 2014 and 2018-2020. In crude oil production, there was a sharp increase from just over 400 MBOEPD in 1966 to approximately 1677 MBOEPD in 1977, and then it declined dramatically to 825 MBOEPD production, it increased dramatically from approximately 70 MBOEPD in 1966 to just over 800 MBOEPD in 2011, however, it decreased to 1225 MMSCFD and in from 2018 to 2020 still decreased . In other meaning, Oil production in Indonesia has experienced a sharp decline about 3-5% per year. In addition to that, Oil and Gas industry still remains the main sources of state revenue, although the volatility of oil price gives a huge impact to the economy sectors. According to Frecka & Lee (6), firms should measure the financial ratio and adjust the performance based on industry norms. Most studies on financial performance have focused on bank, retail and manufacturing, hospital, construction and SME industry (7-10).

The present study is focusing on oil and gas industry. It is covering one of the biggest Oil and Gas Company in Indonesia in the period 2020 – 2021. The purpose of this study is to measure the level of financial performance of Oil and Gas industry in Indonesia using financial ratio analysis and to examine the differences between the performance of oil and gas in the period of before and after the decline in crude oil and gas production. The outcome of this study will facilitate the student and academicians to assess the financial performance of the company and to make learning more practical and understood. This study also will be beneficial for

management to evaluate the performance of their company before making decisions. This study is organized into seven sections. Section one captures the introduction, section two highlight the performance of Indonesia's oil and gas industry, section three highlight the literature review about previous researchers, section four discuss the methodology, section five discuss the finding and analysis, section six highlights the implication and section seven captures the conclusion

1. DEVELOPMENT OF OIL AND GAS IINDUSTRY IN INDONESIA

In Indonesia, the existence of Oil and Gas industry has begun since 1871 or more than 130 years ago with their first oil production in 1885 in North Sumatera. After the independence in 1950, the government of Republic Indonesia began to inventory the sources of state income which include the business from oil and gas. But then, there were conflicts between one company and other company who competing to control these fields. It looked unmanageable and filled with conflict. In 1957, PT PERMINA restructured into PN PERMINA and established PERTAMINA. It followed the government policy that the party entitled to conduct oil and gas exploration in Indonesia is the government. In 1962, Indonesia joined The Organization of the Petroleum Exporting Countries (OPEC) with Iran, Iraq, Kuwait, Saudi Arabia, Venezuela, Qatar, Libya, United Arab Emirates, Algeria, Nigeria, Ecuador, Angola, and Gabon as explained on OPEC website, in year 2016. This collaboration has helped them to establish a good research, develop the organization's international standing, and set good and fair prices for petroleum producers. To strengthen the operation of this company, the government issued Law No. 8 in 1971, where it set the role of PERTAMINA as the only stateowned company who implement and exploit the oil and gas. It began from manage and produce oil and gas from the oil fields in the whole of Indonesia, processed into various products and provide the needs of fuel oil & gas throughout Indonesia. In 2001, Government implements the Act No. 22/2001. After the implementation, the position of Pertamina is equal with other oil companies. On 17 September 2003, PERTAMINA changed into PT PERTAMINA (Persero) under PP 31/2003. The Act, among others, also requires the separation between the oil and gas business activities in the downstream and upstream. Furthermore, on July 20, 2006, PT PERTAMINA launched a program about the transformation of the company with two major themes namely fundamental and businesses. To further solidify the transformation program, on December 10, 2007, PT PERTAMINA changed the company's vision became, "To be a World Class National Oil Company". Responding to the prevailing global development, PERTAMINA is seeking to expand the field of oil and gas efforts toward the development of new and renewable energy. However, Indonesia began to import oil in 2004 due to lower oil production and high demand of consumption. Indonesia suspended its membership in 2008 due to oil and financial crisis. After seven years of absence, Indonesia decided to return to OPEC in 2015. However Indonesia finally decided to leave OPEC again at the end of November 2016 with reason was OPEC's decision to cut production quotas in order to improve oil price.

Table 1: Key Indicator.

Indicator	2016	2017	2018	2019	2020	2021
Reserves						
Oil (million barrels)*	**7,250**	**7,530**	**7,510**	**3,770**	**4,170**	**3,950**
Proven*	3,310	3,170	3,150	2,480	2,440	2,250
Potential*	3,940	4,360	4,360	1,290	1,730	1,700
Gas (TSCF)**	**144,06**	**142,72**	**135,55**	**77,29**	**62,39**	**59,71**
Proven**	101,22	100,37	96,06	49,74	43,57	41,62
Potential**	42,84	42,35	39,49	27,55	18,82	18,09
Production						
Crude Oil (MBOPD)***	831,06	801,02	772,13	145,14	708,32	658,54
Natural Gas (MMSCFD)***	1,403	1,347	1,372	1,279	1,180	1,178
Signing of Oil & Gas Conventional Working Areas ****	0	0	11	6	0	2

Source:

*2016-2021 Oil proven and potential : Data statistic ESDM

**2016-2021 Gas proven and potential : Data statistic ESDM

***2016-2021 Oil & Gas Production: Data statistic ESDM

****2016-2021 Signing of oil & gas Conventional Working areas: Data statistic ESDM

Base on www.worldometers.info/gas/indonesia-natural-gasAccording Indonesia is on top 13th of world's oil producers with total reserve around 98 trillion cubic feet (Tcf) in 2017, and according to Investing News Network (11), Indonesia is on top 22 of world's oil producers with the total reserve around 49,74 trillion cubic feet (Tcf) in 2021.Based on table 1, the number of crude oil production decreased from 801,02 millions barrels of oil equivalents in 2017 to 658,54 millions barrels of oil equivalents in 2021, while the number of natural gas decrease from 1,347 thousand cubic feet in 2017 to 1,178 thousand cubic feet in 2021.

Table 2 : Oil & Gas Revenue

Description	2017			2018			2019			2020			2021		
	APBN	Actual	%	APBN	Actual	%	APBN	Actual	%	APBN	Actual	%	APBN	Actual	%
Oil	57,410	58,200	58,20	59,800	101,500	170,30	118,800	83,800	70,50	40,400	44,900	111,10	57,900	85,000	112,20
Natural Gas	11,800	23,840	159,72	20,800	41,300	198,90	41,200	37,500	91,00	12,900	24,200	187,80	17,100	31,800	185,30
Oil & Gas Revenue	72,210	81,840	113,34	80,400	142,800	177,700	159,800	121,100	75,40	53,300	69,100	129,60	75,000	96,600	128,80

Source: Kemenkeu Data 2021

Based on table 2, Oil & Gas revenue has been out of target APBN, while the oil and gas revenue and the percentage of contribution have fluctuated between 2017 to 2021. In 2019, oil & gas revenue was under the target APBN. Those amounts decreased dramatically. However, there was a sharp increased of oil and gas revenue in 2021.

2. PREVIOUS RESEARCH ON FINANCIAL PERFORMANCE

According to Charliepaul et al. (12), the financial ratio is a good evaluation method to measure the company performances. The company usually uses this method to compare their performance with other competitors. There are two methods to measure the financial performances which are accounting and market meas-urement. There are many researchers who prefer to use accounting measurement (13, 14), rather than market measurement (15, 16), and some of them adopt both methods (17). There are few differ-ences between accounting and market measurement method. In accounting, the company uses the historical aspects to measure their financial performance (18) and it contains a bias which leads to managerial manipulation. On the other hand, the market meas-urement method is straight forward, focus on performance and represent the ability of a company to generate future income (17).

There have been a large number of empirical studies on the financial ratio in different industries around the world (19, 20). However, there are limited resources which evaluate the financial performance of Oil and Gas Company in Indonesia. According to Tarawneh (20), the financial ratio analysis (FRA) has been applied in Banking industry to examine, evaluate, and ranked based on their performance. Based on the study in Oman Commercial Banks, financial performance has a relationship with asset management, size, and operational efficiency. (21) investigated the financial performance in four major Oil and Gas Company and found that three of them have a high level of satisfactory and Exxon Mobil was the outstanding one. According to (22), there is significance different in the performance of oil and gas industry in Indonesia between ROA, ROE, current ratio, and quick ratio in the period of before and after the global crisis.

3. RESEARCH MODEL

Based on figure 2, this research model adapted from the previous study by (22). It describes the process of measuring financial performance and examines the differences between the performance of oil and gas industry before and after the decline in oil and gas production. It expands the knowledge with more practical experience.

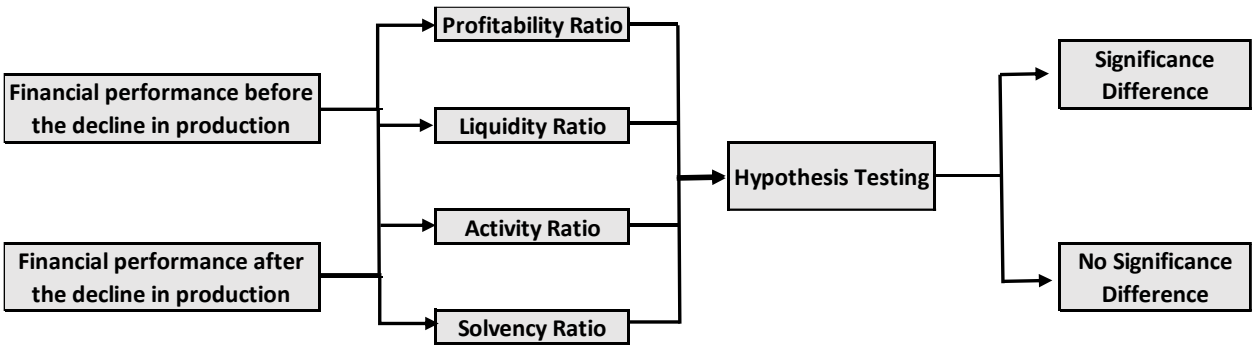


Fig 2 : Research Model

4. HYPOTHESIS

- ✓ P1: Using return on equity ratio, there is a significance difference in financial 2017 to 2021 the decline in oil and gas production.
- ✓ P2: Using return on investment ratio, there is a significance difference in financial performance 2017 and 2021 the decline in oil and gas production.
- ✓ P3: Using cash ratio, there is a significance difference in financial performance 2017 and 2021 in oil and gas production.
- ✓ P4: Using current ratio, there is a significance difference in financial performance 2017 and 2021 the decline in oil and gas production.
- ✓ P5: Using collection period ratio, there is a significance difference in financial performance 2017 and 2021 the decline in oil and gas production.
- ✓ P6: Using total asset turnover, there is a significance difference in financial performance 2017 and 2021 the decline in oil and gas production.
- ✓ P7: Using a Liability to equity ratio, there is a significance difference in financial performance 2017 and 2021 the decline in oil and gas production.
- ✓ P8: Using a Liability to asset ratio, there is significance in financial performance difference 2017 and 2021 the decline in oil and gas production.

5. METHODOLOGY

To accomplish this study, descriptive financial ratio analysis used to measure, describe and analyze the financial performance of Oil and Gas Company in Indonesia during the period of 2020 – 2021.Statitical technique to use in 2020 and 2021 studies and use to compare two population means. It has been used many times in the previous study in workers' productivity, medical, business, and much more (23, 24). PT PERTAMINA was selected because it is the first oil and gas company in Indonesia with their extensive experience in the industry. In this research, data were collected from Annual Report (audited) from 2020 to 2021. The variables are shown in table 2. It consists of profitability ratio, liquidity ratio, activity ratio, and solvency ratio.

6. RESEARCH AND AND DISCUSSION

6.1. Profitability Performance

The line chart below gives information about the percentage of return on equity (ROE) and return on investment (ROI) in PT PERTAMINA between 2017 and 2021 (Table 3). Overall, the percentage of ROI increased sharply in 2018 and decreased in 2019 and 2020 and there was a sharp increase in 2021 the percentage of ROE. Between 2017 and 2021, the percentage of ROI was increased significant from 23% to 27%. Even thought in 2019 and 2020 the ROI was decreased. It is caused by the increase of oil prices (Table 4). (Pertamina Annual Report in year 2017-2021).

Table 3: Oil & Gas Revenue

PERTAMINA EP	2017	2018	2019	2020	2021
Return On Equity (ROE)	18%	22%	19%	6%	21%
Return On Investment (ROI)	23%	30%	28%	17%	27%

Table 4: Indonesia Crude Price

Indonesia Crude Price	2017	2018	2019	2020	2021
USD/barrel	60,90	54,81	59,46	47,78	73,36

Source : Annual Report PT Pertamina EP 2017-2021

Source : Kementrian ESDM 2017- 2021

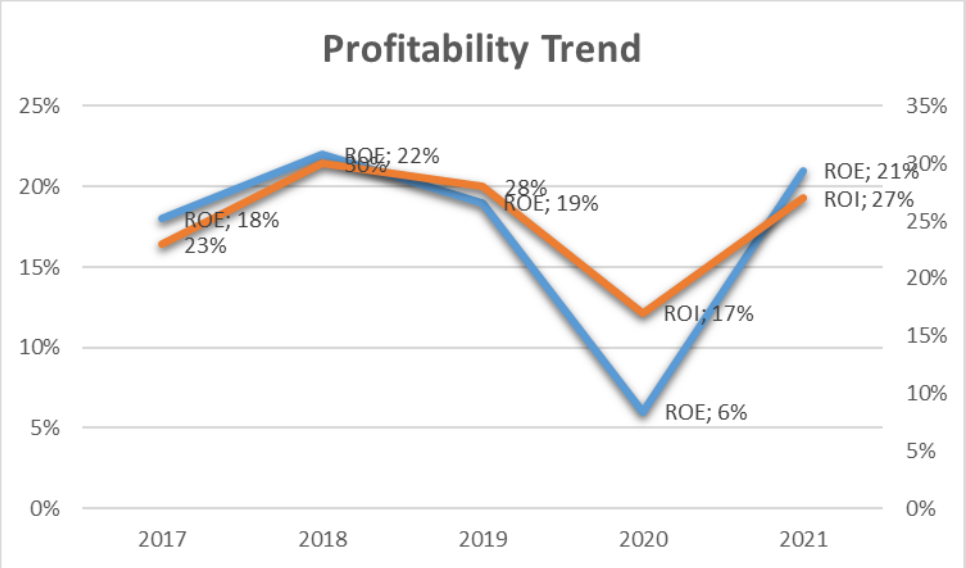


Fig 3: Profitability Trend

6.2. Liquidity Performance

The graph below shows the percentage of cash ratio and a current ratio of PT. PERTAMINA from 2017 to 2021. Overall, there was a dramatic decrease in the percentage of cash ratio and current ratio. The current ratio is the general indicator to measure the liquidity of the company. In the horizontal analysis, the average current ratio for the past five years was 162% (Table 5) which means that Rp 1.620,- of current liability were to be guaranteed by Rp 1.620 of a current asset. Between 2017 and 2021, the percentage of current ratio dramatic decreased from 149% to 71%. In cash ratio, the percentage decreased from 37% in 2017 to 7% in 2021. The average of cash ratio for the last five years was 27.2% (Table 5). It indicates that the number of current liabilities was guaranteed by cash. PT. PERTAMINA can optimally manage its working capital within safe limits. So, it does not have short-term financial problems or the company in a liquid condition.

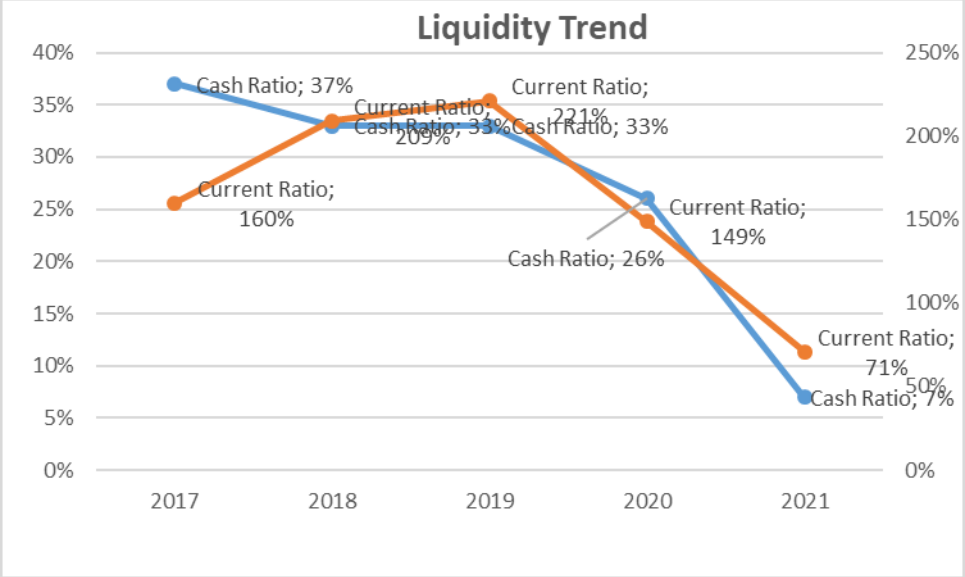


Fig 4: Liquidity Trend

Table 5: 5 Years Liquidity

Liquidity (%)	2021	2020	2019	2018	2017
Cash Ratio	7%	26%	33%	33%	37%
Current Ratio	71%	149%	221%	209%	160%

Source : Pertamina EP 2017-2021 annual report

6.3. Activity Performance

The line chart below gives information about the percentage of inventory turnover and total assets turnover and the number of collection period from PT. PERTAMINA between 2017 and 2021. Overall, there was a slight decrease in the number of those two ratios. In total assets turnover (TATO) was remained same from 44% in 2017 to 44% in 2021. In collection period (CP), the number increased slightly from 22 days in 2017 to 37 days in 2021. We can conclude that those two ratios were in good condition after pandemic and the management of assets ran efficiently.

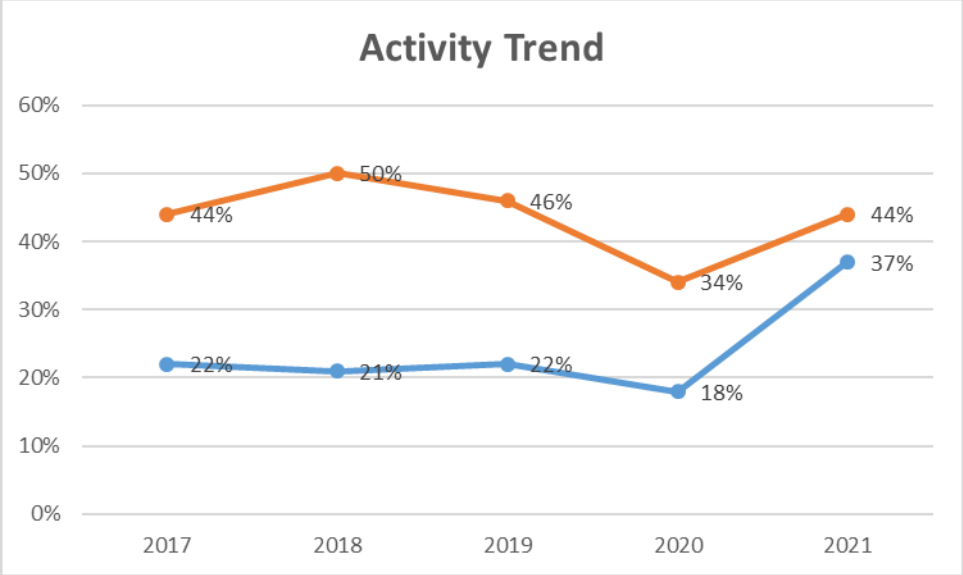


Fig 5: Activity Trend

Table 6: 5 Years Activity

Efficiency	2021	2020	2019	2018	2017
CP (day)	37	18	22	21	22
TATO (%)	44%	34%	46%	50%	44%

Source : Pertamina EP 2017-2021 annual report

6.4. Solvency Performance

The graph below shows the percentage of Liability to equity ratio (LTER) between 2017 and 2021. Overalls, there was a dramatic increase from 87% in 2017 to 170% in 2021. And Liability to asset ratio (LTAR) Between 2017 and 2021, the percentage increased slightly from 46% to 63%. In the long term, PT. PERTAMINA rated insolvent because the average ratio of Liability to equity ratio for the last 5 years was only 105%, and the average ratio of Liability to asset ratio for the last 5 years was only 50% where the general standard was 50%. It shows that the risks of the company were in standard.

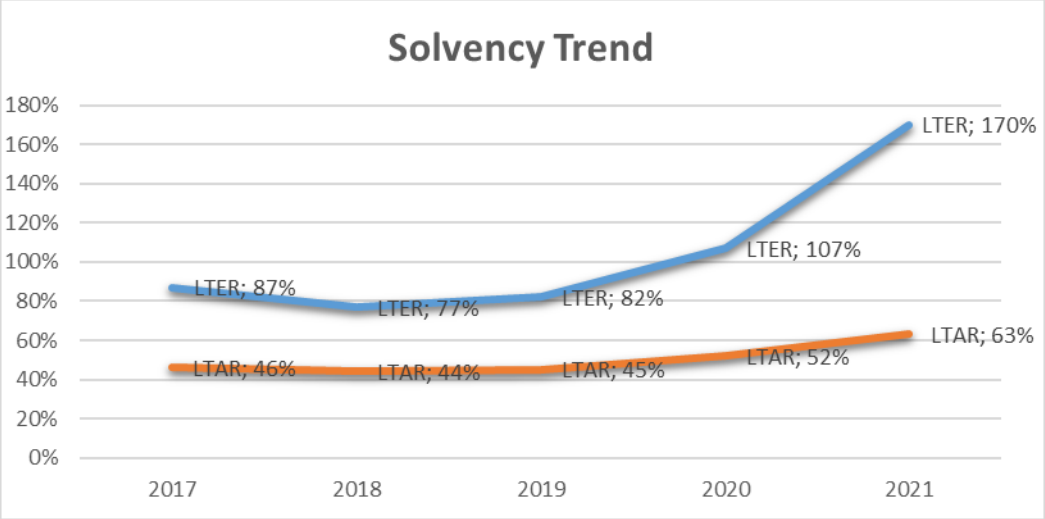


Fig 6: Solvency Trend

Table 7: 5 Years Solvency Trend

Solvency	2017	2018	2019	2020	2021
LTER	87%	77%	82%	107%	170%
LTAR	46%	44%	45%	52%	63%

Source : Pertamina EP 2021 annual report

6.5. Hypothesis Testing

Table 8 gives information about the result from paired sample test. Overall, five hypothesis are accepted and two hypothesis are rejected. The result found that current ratio has statistically significance difference between 2017 and 2021 in oil and gas production with the 160% and 71%, and then return on equity (ROE) also has statistically significance difference with 18% and 21% In other words, it has strong evidence that the decline in oil and gas production affect the changes in financial performance (Fig:7). It is in line with the study conducted by Purwanegara et al., (22). In addition, the value of Liability to equity ratio, Liability to asset ratio are under the standard (70%). Therefore, we reject the hypothesis.

Indicator	2017	2018	2019	2020	2021
Production					
Crude Oil (MBOPD)***	801,02	772,13	145,14	708,32	658,54
Natural Gas (MMSCFD)***	1,347	1,372	1,279	1,180	1,178

Fig 7: Pertamina EP Production 2017-2021

Table 8: The Variables

1. Profitability Ratio	
Return on Equity	Return on Equity = (Net Income/Shareholders Equity) x 100%
	ROE indicates the bank's profitability and groeth potencial
Return on Investment	Return on Investment = (total revenue - total cost/total cost) x 100%
	ROI show the ability of the company to measure the income generated on investment relative to the amount of money invested
2. Liquidity Ratio	
Cash Ratio	Cash Ratio = (cash + cash equivalents/current liabilities) x 100%
	Cash Ratio measures the liquidity of the company to pay the current liabilities with cash and equivalents. If cash ratio above 1, it means that company has the ability to pay its current liabilities. If cash ratio below 1, it means company needs more than cash and equivalents to pay it.
Current Ratio	Curreny Ratio = (current asset/currenty liabilities) x 100%
	The Current Ratio measures the company ability to pay its short-term and ong-term liabilities using their short-term assets.
3. Activity Ratio	
Total Asset Turn Over	Total Asset Turn Over = (Revenue/Capital Employed) x 100%
	TATO ratio indicates the company ability to generate revenue from deploying its asset. A higher ratio indicates that company is using its asset more efficiently and lowe ratio indicates that company is using its asset deficiently.
4. Solvency Ratio	
Laibitilities to Equity Ratio	LTER = (total debt/total shareholder equity) x 100%
	LTER ratio indicates if higher debt-equity ratio indicates a levered firm, which is quite preferable for a company that is stable with significant cash flow generation, but not preferable when a company is in decline
Laibitilities to Equity Ratio	LTAR = (total liabilities/total asset) x 100%
	LTER ratio indicates if high liabilities to assets ratio can be negative; this indicates the shareholder equity is low and potential solvency issues. Rapidly expanding companies often have higher liabilities to assets ratio (quick expansion of debt and assets).

Tabel 9: Ratio Data

	Period	Means	Standard	Decision
ROE	2020	6%	8,32%	Accept the hypotesis
	2021	21%		
ROI	2020	17%	5%	Accept the hypotesis
	2021	27%		
Cash Ratio	2020	26%	1%	Accept the hypotesis
	2021	7%		
Current Ratio	2020	149%	3%	Accept the hypotesis
	2021	71%		
CP	2020	18 days		Rejected the hypotesis
	2021	37 days	30	
TATO	2020	34%		Rejected the hypotesis
	2021	44%	>50%	
LTER	2020	107%	100%	Accept the hypotesis
	2021	170%		
LTAR	2020	52%	70%	Accept the hypotesis
	2021	63%		

7. LIMITATION

This study has expanded the literature about financial performance in the real working world. In near future, it is suggested to carry out research with many companies from oil and gas industry to get more generalizes result. Since the focus is on one industry, it is worth to explore it on a wider scale and find out if different company yields the same result. In addition, the study only focuses on financial aspects. It is suggested to measure the financial performance of SEOs in other aspects such as operational and administration.

8. CONCLUSION AND RECOMMENDATION

The purpose of this research is to measure the financial performance of Oil and Gas Company in Indonesia and to examine the significance differences between financial performance the decline in oil and gas production (2017 – 2021). The research found that the financial performance of PT. PERTAMINA for five years period is good, although there was a decline in the production. In addition, five ratios have different significance such as ROE, ROI, Cash ratio, current ratio and Liability to equity ratio in the period 2017-2021 the decline in oil and gas production. Manager in Oil and Gas Company should consider these factors when analyzing the strategy and decision. This research also found that other ratios have insignificant differences on financial performance in the period 2017-2021 in oil and gas production in Indonesia. They are Collection period, Total asset Turnover and Liability to asset ratio. This research has extent the knowledge in the theory of financial ratio analysis from oil and gas industry. This is also beneficial for the academicians and student to understand the financial ratio and help them to apply it into real working life. In addition, this study gives huge contribution for managers before investor making a decision.

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Financial Health Analysis of Retail Sector Industry PT Sumber Alfaria Trijaya during Pandemic Covid-19 Uses Altman Z-Score in 2019 – 2021

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ABSTRACT

The covid-19 pandemic has caused a major impact on the life of society and the country as well. The second year of mutualism with the Covid-19 pandemic is uneasy. However, it had brought Alfamart, a retail store under PT. Sumber Alfaria Trijaya to be tough. In this term, tough is defined as being strong in dealing with any occurring changes and circumstances and also being tough in optimizing all resources to deliver the best for our stakeholders with the aim of still making a profit. In order to manage the expectation of stakeholders to get profit and sustainability of the business, the company must have health checked on their finances. By Measuring the financial condition could identify indications of financial problems and could avoid the possibility of Bankruptcy. To avoid Bankruptcy, research has been conducted to analyze the financial health of the company using the Altman Z-Score method model for PT Sumber Alfaria Trijaya Tbk on the periods of 2019 – 202 1. The result of the analysis Altman Z-Score will result from the level of the company's financial health as follows A Z-score above 2,99 indicates the financials of a company is in healthy condition. A Z-Score Scores between1,88 to 2,29 indicates that financial health is in the grey area and most likely to be in a critical period. A Z-score below 1,8 indicates that the financial health business has a high potentiality of bankruptcy.

Keywords: Financial Health, Bankruptcy, Altman Z-Score, Retail Industry, Alfamart

INTRODUCTION

In Asia, the Indonesian retail industry sector has experienced fast expansion and now accounts for about 13% of the nation's GDP. Indonesia has considerable potential for the Asian retail market due to its comparatively large population of more than 270 million, its expanding middle class with greater purchasing power, and the millennial generation with larger spending habits and more contemporary spending habits. Retail and Trade Statista, 2022. Local competitors dominate the extremely fragmented Indonesian retail market. And one of the leaders in the retail convenience store market, Alfamart under PT. Sumber Alfaria Trijaya Tbk. has continued to grow after dealing with dynamics condition in the last few years supported by the commitment and resilience of all personnel, the Company managed to record a positive performance of 12% growth in 2021 (Annual Report, 2021). However, during the Outbreak of Covid – 19, as stated by Tomin Widian, PT Sumber Alfaria Triajaya Tbk. Sales increased by 4.17% driven by the increase in revenue from the company outlets and the growth of outlets, while the net income decreased by 1.82% (Kurniawan H, 2020). Bisnis.com (2021) also confirmed that during Covid-19 Alfamart has increased stores from 14,430 in 2019 to 15.434 in 2020. Apart from the prominence of physical retail channels, online marketplaces have successfully penetrated the country's retail market over the last decade.

In addition to the fact that Indonesian consumers are now more aware and frugal with their purchasing because of the current inflation, consumer spending behavior is still recovering from the effects of the Covid-19 outbreak. It demonstrates that Covid-19 caused a large decline in Indonesia's retail sales index between March 2020 and March 2021. In Indonesia, a short-term indicator of the value of items sold by retail businesses is created using the retail sales index. (Nurhayati, 2023). The downtrend of the retail sales index impacts some big retailers to have a risk of going bankrupt in early 2021. Going on Bankruptcy is a legal proceeding initiated when a business is unable to repay outstanding debts and offers a fresh start to provide relief and release a company from most debt (Touvila, 2021). What was quite phenomenal The Giant Hypermarket declared to close down all the Giants outlets in July 2021 as a company strategy to adapt and respond to changes in market dynamics due to the shifting behavior of Indonesian consumers and businesses no longer delivering profitability. The financial performance had been inferior since 2019.

Multiple variables in the modern retail trade contributed to the issue of business failure. The Covid-19 pandemic has altered the retail industry's distribution channel structure in Indonesia. Following the imposition of social distance restrictions, online shopping penetration increased, which led to a decline in the revenues of physical distribution channels. (Nurhayati, 2023), Consumer traffic in retail outlets is declining as a result of fierce rivalry among retailers and the development of start-ups. A major contributor to business failure is the improper consideration of financial health conditions or the lack of study of financial performance and annual reports, which increases the risk of choosing the incorrect course of action when determining future financial projections.

It is important to establish the right solution to foresee the same issue occurring in the future business by learning from the issues and causes that increased the retail company's risk of bankruptcy. The Altman Z-Score approach should be used to analyze the state of financial health, according to the author, as the best course of action. By understanding the company's financial health over the years, the author used this research to analyze and measure the financial performance of PT Sumber Alfaria Trijaya Tbk, one of Indonesia's top modern

retailers, from 2019 to 2021. The goal was to assess the probability that the company would file for bankruptcy.

LITERATURE REVIEW

1. Retail Business Industry

Retail company can be defined as the practice of selling daily items or services to meet consumer wants, generate value for their client, and capture market value, according to Sopiah & Sangadji (2021) a retail firm that primarily sells goods made by others and a retail business that interacts directly with end customers are two distinctive features of the retail business model (Sorescu A. et al, 2021)

There are also several types of retailers. A department store sells a wide range variant of merchandise, Grocery Store and Supermarket are selling all types of F&B products and other home appliances products, Warehouse Retailer sells in Bulk a large variety of products packaged and in large quantities, Specialty / Outlet Retailers specialize in exclusive and brand name products, Convenience Retailer usually sells a limited range of grocery merchandise and auto care products, Discount Retailer sells often private labeled or generic brands, Online Retailer selling directly thru e-commerce website for a lower price than retail. In this case, PT Sumber Alfaria Trijaya is categorized as Grocery Store (Farfan, 2020).

2. Financial Statements and Annual Reports

Daryanto, et al (2021) stated financial statements serve a crucial purpose in business. It gives internal and external stakeholders important details about the company's financial situation and performance throughout the years. A financial statement is regarded as being a part of financial reporting by Pernyataan Standard Akuntansi Keuangan (PSAK). A report that demonstrates the accountability of the resources entrusted to management is included in the financial statement, which details what management has accomplished. A balance sheet, an income statement, a statement of cash flow, a statement of changes in equity, and financial statement notes make up a comprehensive financial statement. The Management makes decisions based on financial statements. The business was also able to compare the performance gap by using the analysis from the financial report for each year. The comparison is necessary to assess the company's financial performance improvement strategy and policy.

3. Bankruptcy

According to Achmada (2019) bankruptcy or financial distress is a condition where the company's finances are in an unhealthy state or in crisis. The level of health is very important for companies to increase efficiency in running company operations in order to obtain increased profits so as to avoid bankruptcy. It is also concluded that bankruptcy is the inability of a company to meet obligations or debts. This inability arises when there are bad signals that can be recognized early by looking at financial statements which are then carefully analyzed with certain methods (Supriyanto & Darmawan, 2018). Financial Ratios can be used as an earlier indication of a company’s bankruptcy from the company financial statement. Earlier prediction is crucial for the shareholder and management to determine the right strategy to find the best solution for the company and stakeholders.

4. Altman Z-Score Method

Altman Z-Score method (Altman, 1968) is the analysis that uses multiple discriminant analysis or MDA by utilizing a comprehensive list of financial ratios from a financial statement in order

to predict the possibility of bankruptcy. One of the most successful Multiple Discriminant Analysis models during the past 40 years of research is Altman's Z-score model. Altman's Model has been used in various industries to predict bankruptcy. Researchers have utilized Altman's Z score model to predict whether businesses will have a downfall in the service industry, manufacturing industry, publicly traded enterprises, and banks. Different authors have employed all three revisions of the Altman equation in their studies, with constructive predictability. It can be safely said that Altman's Z score Model can be applied to the modern economy to predict distress and bankruptcy one, two & three years in advance. (Anjum, 2012). Hayes et al (2010) analyzed the construction of Z-Score model by applying it to a sample of 17 US firms from the retail industry, the study revealed that the model correctly predicts bankruptcy at a level of 94%.

The formula for Altman Z-Score :

$$Z=1.2\ X1+1.4\ X2+3.3\ X3+0.6\ X4+1.0\ X5$$

Whereas:
X1 = Working Capital to Total Assets
X2 = Retained Earnings to Total Assets
X3 = Earnings Before Interest and Tax to Total Assets
X4 = Market Value of Equity to Total Liabilities
X5 = Sales to Total Assets
Z = Overall Index

If Z value is greater than 2.99 the company is classified as a healthy company, If Z is below 1.81 the company will bankrupt. While the Z is between 1.81 and 2.99 the company will be defined as a "zone of ignorance" or "grey area".

METHODOLOGY

The methodology used in this research is quantitative and the data used in this research are adapted from the Annual Report of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021. This research is conducted to see and predict if PT Sumber Alfaria Trijaya Tbk is having financial distress. However, the ratio used in the bankruptcy analysis are:

1. **Working Capital to Total Asset (X_1)**
   This ratio demonstrates the company's ability to generate net working capital from all its total assets. This ratio is calculated by dividing net working capital by total assets. Net working capital is obtained by reducing current assets by current liabilities. Negative net working capital is likely to have difficulty covering short-term liabilities due to not having enough current assets to cover these liabilities. However, businesses with positive net working capital have few problems paying their financial obligations

$$X_1 = \frac{\text{Net Working Capital}}{\text{Total Assets}}$$

2. **Retained Earnings to Total Assets (X_2)**
   This ratio measures the cumulative profit against the age of the company which shows the strength of income. This ratio demonstrates the company's capacity to generate retained earnings from all of its assets. Profits that are not distributed to shareholders

are referred to as retained earnings. In other words, retained earnings reflect the portion of a company's revenue that is not distributed to shareholders in the form of dividends.

$$X_2 = \frac{\text{Retained Earnings}}{\text{Total Assets}}$$

3. **Earnings Before Interest and Tax to Total Asset (X_3)**
   This ratio shows the company's ability to generate profit from the company's assets, before interest payments and tax.

$$X_3 = \frac{\text{EBIT}}{\text{Total Assets}}$$

4. **Market Value of Equity to Total Liabilities (X_4)**
   This ratio demonstrate the company's ability to satisfy obligations and liabilities from the market value of its capital (common stock). The market value of equity itself is obtained by multiplying the number of common shares outstanding by the value per share of common shares. The value of debt is obtained by adding current liabilities to long-run liabilities.

$$X_4 = \frac{\text{Market Value of Equity}}{\text{Book Value of Debt}}$$

5. **Sales to Total Assets (X_5)**
   This ratio demonstrate whether the company generated sufficient business volume relative to its investment in total assets. This ratio reflects the efficiency of management using the company's total assets to drive sales and make a profit.

$$X_5 = \frac{Sales}{\text{Total Assets}}$$

RESULT AND DISCUSSION

Ratio Analysis

6. **Working Capital to Total Asset (X_1)**
   The data shown in the table below represent (X_1) or the working capital to total assets of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 1 - Working Capital to Total Asset
PT Sumber Alfaria Trijaya Tbk 2019 - 2021 (in million Rupiah)

Item	2019	2020	2021
Current Asset	**14.782.817**	**13.558.536**	**14.211.903**
Current Liabilities	**13.167.601**	**15.326.139**	**16.376.061**
Working Capital	**1.615.216**	**(1.767.603)**	**(2.164.158)**
Total Assets	**23.992.313**	**25.970.743**	**27.493.748**
Value of (X_1)	**0.067**	**-0.068**	**-0.078**

To calculate working capital to total asset, we must know the value of Working Capital, that is 'Current Asset - Current Liabilities'. Table 1 shows that there is a continuosly decreasing trend of the value of (X_1) in 2020 and 2021 compared to the value of (X_1) in 2019.
The decreased of (X_1) value indicates that PT Sumber Alfaria Trijaya Tbk has more value of current liabilities compared to their current assets, which is not showing a good trend during the pandemic Covid-19.

7. **Retained Earnings to Total Assets (X_2)**
Table 2 shows the data of retained earnings to total assets of Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 2 - Retained Earnings to Total Asset
PT Sumber Alfaria Trijaya Tbk 2019 - 2021 (in million Rupiah)

Item	2019	2020	2021
Retained Earnings	**4.168.800**	**4.423.085**	**5.986.898**
Total Asset	**23.992.313**	**25.970.743**	**27.493.748**
Value of (X_2)	**0.173**	**0.170**	**0.217**

From the table above, we see that there is a slightly improvement of the value of (X_2) from the year 2019-2020 to 2021. This indicates that PT Sumber Alfaria Trijaya Tbk generates retained earnings steadily during the pandemic Covid-19.

8. **Earnings Before Interest and Tax to Total Assets (X_3)**
Table 3 shows the data of earnings before interest and tax (EBIT) to total assets of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 3 - Earning Before Interest and Tax to Total Asset
PT Sumber Alfaria Trijaya Tbk 2019 - 2021 (in million Rupiah)

Item	2019	2020	2021
EBIT	**1.851.754**	**1.770.647**	**2.790.895**
Total Asset	**23.992.313**	**25.970.743**	**27.493.748**
Value of (X_3)	**0.07**	**0.06**	**0.10**

There is an incremental in (X_3) value of 0.04% in 2021 and it keeps steady in 2019-2020. This indicates that PT Sumber Alfaria Trijaya Tbk has an increase in profit income from the year 2021 but remains constant in 2019 and 2020.

9. Market Value of Equity to Total Liabilities (X_4)

Table 4 shows the data of the market value of equity to total liabilities of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 4 - Market Value of Equity to Total Liabilities
PT Sumber Alfaria Trijaya Tbk 20119 - 2021 (in million Rupiah)

Item	2019	2020	2021
Market Value of Equity	**6.696.944**	**7.442.104**	**8.790.746**
Total Liabilities	**17.108.006**	**18.334.415**	**18.503.950**
Value of (X_4)	**0.39**	**0.40**	**0.47**

Table 4 shows that the Value of (X_4) increased steadily from 2019 to 2021. This indicates that PT Sumber Alfaria Trijaya Tbk has lower liabilities compared to their income.

10. Sales to Total Assets (X_5)

Table 5 shows the data of sales to total asset of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 5 - Sales to Total Asset
PT Sumber Alfaria Trijaya Tbk 2019 - 2021 (in million Rupiah)

Item	2019	2020	2021
Sales	**84.903.301**	**75.826.880**	**72.944.988**
Total Asset	**23.992.313**	**25.970.743**	**27.493.748**
Value of (X_5)	**3.54**	**2.92**	**2.65**

The table above shows a constant decrease and of the value of (X_5) in the year of 2019 to 2021, which indicates that sales in PT Sumber Alfaria Trijaya Tbk has not been good.

11. Z-Score Analysis

Table 6 shows the data of Z-Score of PT Sumber Alfaria Trijaya Tbk from the year 2019 to 2021.

Table 6 - Z-Score Formula
PT Sumber Alfaria Trijaya Tbk 2019 - 2021 (in million Rupiah)

Item	2019	2020	2021
X1	**0.08**	**-0.08**	**-.009**
X2	**0.24**	**0.24**	**0.30**

X3	**0.23**	**0.20**	**0.33**
X4	**0.23**	**0.24**	**0.28**
X5	**3.54**	**2.92**	**2.65**
Z-Score	**4.33**	**3.51**	**3.47**

Table 6 shows the Z-Score throughout the past three years from 2019 to 2020, The Z- Score value of 2019 is 4.33 which shows above the range of the healthy score, It should conclude that PT Sumber Alfaria Trijaya Tbk is delivering a great performance and financial health before and during the pandemic Covid-19. However, The score is showing a slight downtrend from 4.33 in 2019 to 3.47 in 2021. So, it is confirmed that for PT Sumber Alfaria Trijaya Tbk no data show of going on bankruptcy. PT Sumber Alfamart Trijaya is in healthy financial performance facing the challenging situation.

Conclusion and Recommendation

1.Conclusion

a. This research is done to analyze the financial health and the possibility of PT Sumber Alfaria Trijaya Tbk to go into bankruptcy, followed are the result:
   i. Working capital to total assets shows a significant decrease from 2019 to 2021, this indicates that PT Sumber Alfria Trijaya Tbk has a greater value of current liabilities compared to the current assets, which is not showing a good trend during the pandemic Covid-19.
   ii. Retained earnings to a total asset have remained steady in 2019-2020, although they rose in 2021.
   iii. EBIT to total assets of PT Sumber Alfria Trijaya Tbk has slightly decreased in the year 2020, but it gets better in the year 2021. This indicates that there is significant profit-making yet did not have loss either.
   iv. The market value of equity to total liabilities of PT Sumber Alfria Trijaya Tbk slightly increased in 2020 - 2021 compared to 2019. It also indicated that the liabilities are also increased, it might be PT Sumber Alfaria Triaja having a new project as a contingency plan to anticipate the situation during a pandemic.
   v. Sales to total assets also show a decreasing trend, as Sumber Alfria Trijaya Tbk did not sell as much.
   vi. Financial performance of PT Sumber Alfria Trijaya Tbk 2019-2021 period, seen from the ratios using the Altman Z Score method, produced a Z-Score Index value of 4.33 in 2019 and 2020 the Z-Score index value decreased to 3.51. Followed by 2021 the Z-Score index value decreased slightly from the previous year to 3.47.
   vii. Based on the classification of the Z-Score index value developed by Edward Altman in predicting the potential for bankruptcy at PT Sumber Alfria Trijaya Tbk for the 2019-2021 period, the results of the 2019 Z-Score Index are in the Altman Z-Score position of 4.33 Z-Score > 2.99 so that it is in a healthy zone position, Followed in 2020-2021 it is still in the position of the healthy zone because the result of the Altman Z-Score calculation is still above 2.99.
   viii. The Z-Score shows that PT Sumber Alfria Trijaya Tbk is not facing financial difficulties during the pandemic Covid-19.

2. Recommendation

PT Sumber Alfria Trijaya Tbk is indicated to be in the healthy financial performance area category of Z-Score, which means that PT Sumber Alfria Trijaya Tbk has experienced a strong financial health performance, especially in 2019. Even though The Z-Score shows there is a slightly decrease from year to year in 2020-2021, it never got worse due to the fluctuation of sales revenue and current liabilities, The incremental in EBIT that makes the company survive.

We suggest that PT Sumber Alfria Trijaya Tbk should be managed carefully in running some new projects and on the operational costs as well, as we figure out in the financial report there are greater liabilities, compared to the income. PT Sumber Alfria Trijaya Tbk is able to survive from the challeging situation that others might suffer losses. We certainly affirm that PT Sumber Alfria Trijaya Tbk would be able to perform better performance and profitability for their stakeholder.

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Financial Health Analysis of PT Indo Tambangraya Megah Tbk. According to Altman Z-Score in Period of 2018 – 2022

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ABSTRACT

The Covid-19 pandemic brought forces that disrupted the supply chain of the global economy. Coal as one of the main commodities in the energy-producing electricity sector has also been affected by the global lockdown and supply chain disruptions. This major phenomenon occurs globally for at least three full years, from 2020 to 2022, coal prices fluctuate significantly due to scarcity in all global markets. Indonesia as one of the largest coal producers takes advantage of this market shift. On the Indonesia Stock Exchange there are 29 listed coal mining companies, these companies have different health conditions based on their financial performance. This paper examines the development of the financial health of PT Indo Tambangraya Megah Tbk. (ITMG stock symbol/code on IDX), one of the coal mining companies listed on the Indonesia Stock Exchange, during the pre-pandemic - pandemic - increase in coal prices and the aftermath of the pandemic, from fiscal year 2018 to 2022, using the financial distress analysis model Altman Z-score. This study aims to determine the condition of ITMG's financial health amidst the current condition of coal price volatility. The study finds that there is strong recovery in coal market after covid-19 pandemic that was beneficial for the firm, thus this information can be used as input and consideration for stakeholders to make decisions.

Keywords: Altman Z-Score, Coal, Coal Miner, Financial Distress

INTRODUCTION

Global energy market sees coal as one of the most competitive sources of energy, among other fossil fuels, coal's cost competitiveness increases until the late of 2020s until 2030s, the demand comes from mainly emerging economies(BP, 2022). Southeast Asia region contributes to the most of emerging economic growth rate and coal has been the main source of energy creation in Southeast Asia. In 2047 the effective capacity of operating coal-powered power plants in Southeast Asia will reach 54.000 Mega Watt with the major top contributors are Indonesia, Vietnam, Malaysia, and Philippines, the typical coal power plant have 30-40 years lifespan (Clark et al., 2020).

Indonesia is one of the largest coal suppliers and producers, particularly thermal coal. BP Statistical Review of World Energy stated that Indonesia currently ranked 9th in terms of world coal reserves, accounting for about 2.2% of total global coal reserves. For about 60% of its total coal reserves consist of low quality thermal sub-bituminous coal. Roughly 70-80% of its coal production is exported all around the world, with China, Japan, India and South Korea being the main buyers. Indonesian coal exports generate around 3 billion USD monthly and contributing to the country's GDP record exports in 2021. Indonesian mining industry mainly focused on Kalimantan and Sumatra Islands (Kurniawan & Managi, 2018).

Indonesia remains the biggest coal producers in Southeast Asia, the history came from 1980s, a sector boom in Indonesia's coal mining industry is happened in 1980s after sub sequence law revision in mining regulation . The boom of rapid development made Indonesia the world's largest steam coal supplier later the year, managing 38% global coal exports in 2013 and supplying one half of SEA and Asia demand for coal (Friederich & van Leeuwen, 2017). Moreover, Indonesia's coal industry supplies high demand domestic market, the main purpose is for electricity generation (Ordonez et al., 2022). However, the industry faced challenging period of lower export demand and lower prices, resulting in lower profitability and demotivating new exploration activities.

The coal mining industry continue to expand in Indonesia, in 2023, there are at least 29 listed public companies in IDX coal mining sector. PT Indo Tambangraya Megah Tbk was founded in 1987, the firm main business was in coal mining and trading activities. The company has approximately 87,560 hectares in mining service contracts and produces thermal coal with low dust and sulfur content PT Indo Tambangraya Megah Tbk operates several major coal mines in Indonesia, specifically in the provinces of East Kalimantan, Central Kalimantan, and South Kalimantan. The company also had a coal terminal in Bontang, the coal products are used in coal-fired power plants in domestic and international markets such as China, North Asia, and India (PT Indo Tambangraya Megah Tbk, 2023). The company made its initial public offering in Indonesia Stock Exchange on 18 December 2007, with the share price of Rp 14.000. Since then the stock was actively traded in the main board of IDX and was included in LQ 45 Index of highly liquid stock. The purpose of the research is to assess the financial condition of the market during the pandemic, the period of assessment is limited to 5 years peiod from 2018 ro 2022, Altman bankruptcy prediction model is applied to the analysis to see whether the firm is experiencing financial distress during those period of time.

1. LITERATURE REVIEW

1.1 Coal Mining

The mining activities has been occurred from hundred years, the extracting activities from beneath the earth surface resulting in varieties of earth resources commodities, one of the commodities is coal. Coal mining can be classified into two types: surface (opencast mining), and underground (deep mining). These are two of the common methods of coal mining. The choice of mining method is determined from the stand point of geological characteristics of the prospectus mine, the location of the coal seams, and the tools-equipment available at the time the mine is to start operation. Currently, most of the coal is mined using one or several underground methods to get access to the coal source. However, with the introduction of larger and more sophisticated machines, surface mining is way more preferred method for productivity and safety. (Osborne, 2013).

1.2 Financial Statements and Annual Reports

Annual report is a report that produced annually by a corporation to all of its stockholders that contains financial statements and the management analysis of current condition of the firm based on past performance and future expectation (Brigham & Houston, 2019). There are two major aspects on an annual report, the verbal aspect that underlines the letter from the firm's management, it exposes past performance and new developing future operations. The second aspect is four basic form of financial statements, the first is the balance sheet, the second is income statement, the third is the statement of cash flow and the last, statement of stockholders' equity. Annual report of a public companies are readily available mostly on their respecting website, this was because the public can become stockholders of the firm (Mastuti et al., 2012).

Financial Statements main purpose is to provide an accounting state of the firm's operation condition and the financial position. All the four statements linked to each other and must be taken together to give clearer picture of the firm's financial position. (Brigham & Houston, 2019). All the financial statements provided by the firm must undergo an audit by accredited auditors before it published to the public, to ensure transparency and maintain it's integrity.

Financial statement analysis is conducted to acquire the particular data that is needed in the company's financial health assessment. The differences between past years and current year numbers can be analyzed and compared, this will result in a change of company policy and strategy. Ratios also play significant role in financial statement analysis, the financial ratios can be used to describe particular condition that have been developing in the firm.

1.3 Distressed Firm

There are four generic terms associated with distressed firm, failure, insolvency, default and bankruptcy, these terms had slight distinct meaning. Failure means the realized return on investment adjusted with risk allowance is lower compared to common investments, failure also describe a lower average return on investment compared to firm's cost of capital. Insolvency is generally used in more technical ways, it is a condition when a firm is unable to pay its debt or liability that come overdue, this indicates the weakness of cash flow or lack of liquidity. Insolvency can be temporary or if it is serious enough will make the firm out of

business. Default is a condition when borrower violates agreement with the creditors, that the firm missed required interest or principal payment in a determined window of period. When the period is end, the firm is in default and often can lead to bankruptcy filling. Bankrupt is a term often used to firm when its obligations exceed the governing value of its assets.
(Altman, Edward I Hotchkiss, Edith Wang, 2019).

1.4 Altman Z-Score

Distress prediction model was created by Edward I. Altman in 1967 as an empirical formula to predict the outcome of bankruptcy of a distressed firm. Altman's Z-Score is a model that predicts the likelihood and the probability of a company going bankrupt in the next two years by calculating several financial ratios and entering them into a discriminant equation. Developed by Edward Altman in 1968, this model combines five financial ratios to predict the probability of a company becoming insolvent in the near future. The Z-Score is determined by standard calculations that indicate the likelihood of a company going bankrupt, and it uses profitability, leverage, liquidity, solvency, and activity to predict whether a company has a high probability of bankruptcy. Altman figured five financial ratios that can be fused together to see the difference between bankrupt and non-bankrupt companies. The formula for calculating Altman's Z-Score includes five weighted metrics: Working Capital to Total Asset, Retained Earnings to Total Asset, Earnings Before Interest and Taxes (EBIT) to Total Assets, Market Value Equity to Book Value of Total Debt(liabilities), and Sales to Total Asset (Altman, edward I Hotchkiss, Edith Wang, 2019).

$$\mathbf{Zi = 1.2X_1 + 1.4X_2 + 3.3X_3 + 0.6X_4 + 1.0X_5}$$

with:

X_1 = Working Capital divided by Total Assets

X_2 = Retained Earnings divided by Total Assets

X_3 = Earnings Before Interest and Tax divided by TotalAssets

X_4 = Market Value of Equity divided by Total Liabilities

X_5 = Sales divided by Total Assets

Zi = Altman Z-Score

Z-score predictive model describes a healthy financial condition when above 2,99 or in a safe zone from bankruptcy, gray area is the zone between Z-score from 1,88 up to 2.99, this zone concludes the company is neither healthy or in distress, the gray area have higher chance if bankrupt compared to the safe zone. Z-score below 1,88 indicates that the firm is in high probability of going into bankruptcy. This predictive model is widely used and tested based on empirical methodology.

In 1995, the Z-score predictive model was revised to a more universal version called Z"-score, Altman's Z"-Score model was developed in 1995 for all industrial, manufacturing, and non-manufacturing companies. It’s first application on Mexican companies and Latin American firms. This model later was successfully applied in the US and also suitable to any other company, the accuracy is better compared to the original Z-Score model. The Z"-Score model is also suitable to private firms because X4 uses book equity to total liabilities, not market

values. This substitution is required for environments with low confidence level that sees the stock market is not good enough to do valuation measure. The fifth variable, Sales toTotal Assets, is unused because X5 variable was sensitive to industrial sector differences and with countries that capital investment was lacking. This version of the predictive models used Discriminant Analysis so constant term of (3.25) is added.

$$\mathbf{Z"i = 3.25 + 6.56X_1 + 3.26X_2 + 6.72X_3 + 1.05X_4}$$

with:

X_1 = Working Capital divided by Total Assets

X_2 = Retained Earnings divided by Total Assets

X_3 = Earnings Before Interest and Tax divided by Total Assets

X'_4 = Book Value of Equity divided by Total Liabilities

Z"i = modified Z-Score

The modified model of Z"-score had different range of zone, provided with the credit rating, the modified Z"-score is a more comprehensive version of the model. Numbers of study using Altman Z-score to assess the firm's financial condition is done in various Indonesian companies (Brazer & Daryanto, 2019; Daryanto & Silitonga, 2020; Sugeng & Daryanto, 2021)

Table-1: Z" score rating and classification

Zone	EM Score		Rating	Zone	EM Score		Rating
Safe zone	8,15	>8,15	AAA	Grey zone	5,65	5,85	BBB-
	7,6	8,15	AA+		5,25	5,65	BB+
	7,3	7,6	AA		4,95	5,25	BB
	7	7,3	AA-		4,75	4,95	BB-
	6,85	7	A+		4,5	4,75	B+
	6,65	6,85	A		4,15	4,5	B
	6,4	6,65	A-	Distress zone	3,75	4,15	B-
	6,25	6,4	BBB+		3,2	3,75	CCC+
	5,85	6,25	BBB		2,5	3,2	CCC
					<1,75	2,5	CCC-
					<1,75	1,75	D

Source: Altman, Edward I Hotchkiss, Edith Wang, Wei

2. METHODOLOGY

The research use descriptive type of research as the methodology. Descriptive research is the type of research with purpose to identify and explain the nature and characteristic of the variables being studied in a given situation.. Quantitative research analysis is also used to calculated the data, the data was secondary data collected from the firm's Annual Report of PT

Indo Tambangraya Megah Tbk from year 2018 to 2022. The calculation of both Z-score and Z"-score conducted from all 5 years

The focus of this research was on using the Altman Z-Score formula to predict probability of bankruptcy by analyzing five financial ratios:

1. **X_1 (Working Capital to Total Asset)**
   measures liquidity by comparing net current assets with total assets expressed as a percentage
   $$X_1 = \frac{\text{Current Asset} - \text{Current liabilities}}{\text{Total Assets}}$$
2. **X_2 (Retained Earning to Total Assets)**
   measures cumulative profitability by comparing retained earnings with total assets expressed as a percentage
   $$X_2 = \frac{\text{Retained Earnings}}{\text{Total Assets}}$$
3. **X_3 (EBIT to Total Assets)**
   measures actual productivity of company assets by comparing earnings before interest and tax with total assets expressed as a percentage.
   $$X_3 = \frac{\text{EBIT}}{\text{Total Asset}}$$
4. **X_4 (Equity Market Value to Total Liabilities)**
   measures how much company's is able to satisfy liabilities from market value of the equity. Equity market value is calculated by multiplying the outstanding number of shares with the price per share.
   $$X_4 = \frac{\text{Market Value of Equity}}{\text{Book Value of Debt}}$$
5. **X'_4 (Book Value of Equity to Total Liabilities)**
   measures how much company assets can decrease in value before the amount of debt exceeds the value of assets and the company goes bankrupt by comparing market value equity with book value of debt expressed as a percentage.
   $$X'_4 = \frac{\text{Book Value of Equity}}{\text{Book Value of liability}}$$
6. **X_5 (Sales to Total Assets)**
   measures management's ability to face competitive conditions by comparing sales with total assets expressed as a ratio.
   $$X_5 = \frac{\text{Retained Earnings}}{\text{Total Assets}}$$

These five variables are weighted together using the Altman Z-Score formula and for rating , Z"-score which is:

$$Zi = 1.2X_1 + 1.4X_2 + 3.3X_3 + 0.6X_4 + 1.0X_5$$

$$Z''i = 3.25 + 6.56X_1 + 3.26X_2 + 6.72X_3 + 1.05X'_4$$

3. RESULT AND DISCUSSION

3.1 Working Capital to Total Asset (X_1)

Working capital to total asset (X_1) shows better condition for PT Indo Tambangraya Megah Tbk from 2018 to 2022.

Table-2 : Working Capital to Total Assets PT Indo Tambangraya Megah Tbk year of 2018 - 2022 (in thousand USD)

Item	2018	2019	2020	2021	2022
Current Asset	766.450	469.389	409.638	988.024	1.908.545
Current Liabilities	389.897	233.288	207.300	364.743	585.613
Working Capital	376.553	236.101	202.338	623.281	1.322.932
Total Asset	1.442.728	1.209.041	1.158.629	1.666.239	2.640.177
(X_1)	**0,26**	**0,20**	**0,17**	**0,37**	**0,50**

Source: Writer's documentation

Working capital will be acquired by subtracting the current asset with current liabilities. The value of (X_1) was decreasing from 2018 to 2020 an then improving through 2022. The overall 5 years change of the value shows improving condition.

3.2 Retained Earning to Total Asset (X_2)

Retained earning to total asset (X_2) shows better condition for PT Indo Tambangraya Megah Tbk from 2018 to 2022.

Table-3 : Retained Earnings to Total Asset PT Indo Tambangraya Megah Tbk year of 2018 - 2022 (in thousand USD)

Item	2018	2019	2020	2021	2022
Retained Earnings	600.486	513.245	485.176	854.278	1.514.856
Total Asset	1.442.728	1.209.041	1.158.629	1.666.239	2.640.177
(X_2)	**0,42**	**0,42**	**0,42**	**0,51**	**0,57**

Source: Writer's documentation

The value of retained earnings to total asset increases from 2018 to 2022, the five years gain is about 35%, the number shows improvement in financial condition for PT Indo Tambangraya Megah Tbk from the year of 2018 to 2022.

3.3 EBIT to Total Asset (X_3)

This ratio shows improvement PT Indo Tambangraya Megah Tbk from 2018 to 2022.

Table-4 : EBIT to Total Asset PT Indo Tambangraya Megah Tbk 2018 - 2022 (in thousand USD)

Item	2018	2019	2020	2021	2022
EBIT	432.050	180.526	103.911	791.182	1.682.716
Total Asset	1.442.728	1.209.041	1.158.629	1.666.239	2.640.177
(X_3)	**0,30**	**0,15**	**0,09**	**0,47**	**0,64**

Source: Writer's documentation

There was decrease in (X_3) value between year 2018 to 2020 but the number was improving after 2019, the overall 5 years gain is more than 100% this indicates the strong financial recovery during the last 3 years of operation. The recovery after covid-19 may due to supply shortage and increasing coal demand.

3.4 Equity Market Value to Total Liabilities (X_4)

This particular ratio shows improvement PT Indo Tambangraya Megah Tbk from 2018 to 2022.

Table-5 : Equity Market Valueto Total Liability PT Indo Tambangraya Megah Tbk 2018 - 2022 (in thousand USD)

	2018	2019	2020	2021	2022
Equity Market Value	1.480.351	857.141	1.012.487	1.491.316	2.852.873
Total Liabilities	472.945	324.576	312.339	464.680	689.897
Value of (X_4)	**3,13**	**2,64**	**3,24**	**3,21**	**4,14**

Source: Writer's documentation

Overall number is improving through 2022 indicating the stronger financial condition, since the sales was improving along with steady growth of increasing liabilities.

3.5 BVE (book value of equity) to Total Liabilities (X'_4)

BVE to total liability shows improvement PT Indo Tambangraya Megah Tbk from 2018 to 2022.

Table-6 : BVE to Total Liabilities PT Indo Tambangraya Megah Tbk 2018 - 2022 (in thousand USD)

	2018	2019	2020	2021	2022
Book Value of Equity	969.783	884.465	846.290	1.201.559	1.950.280
Total Liabilities	472.945	324.576	312.339	464.680	689.897
Value of (X'_4)	**2,05**	**2,72**	**2,71**	**2,59**	**2,83**

Source: Writer's documentation

Book value of equity shows drastic gain from 2020 onwards but the liabilities steadily increasing, this makes the number continue to improve.

3.6 Sales to Total Asset (X_5)

This ratio is stagnant over the 5 years, this means no significant improvement in terms of profitability based on asset for PT Indo Tambangraya Megah Tbk within the period of 2018 to 2022.

Table-7 : Ratio Sales to Total Asset PT Indo Tambangraya Megah Tbk, 2018 - 2022 (in thousand USD)

	2018	2019	2020	2021	2022
Sales	2.007.630	1.715.592	1.185.336	2.076.813	3.636.213
Total Asset	1.442.728	1.209.041	1.158.629	1.666.239	2.640.177
(X_5)	**1,39**	**1,42**	**1,02**	**1,25**	**1,38**

Source: Writer's documentation

Sales to total asset shows stagnation during 5 years of operation, this means the company is aggressively adding more investment in total assets but the sales is lagging to take the effect.

3.7 Z-Score and Z''-Score

Table 8 describes overall calculation and properties of both Z-Score and Z''-Score of PT Indo Tambangraya Megah Tbk within period of 2018 to 2022.

Table-8 : Result of Z-Score and Z''-Score, PT Indo Tambangraya Megah Tbk year of 2018 - 2022 (in thousand USD

Item	2018	2019	2020	2021	2022
X_1	0,26	0,20	0,17	0,37	0,50
X_2	0,42	0,42	0,42	0,51	0,57
X_3	0,30	0,15	0,09	0,47	0,64
X_4	3,13	2,64	3,24	3,21	4,14
X_5	1,39	1,42	1,02	1,25	1,38
Z-Score	**5,15**	**4,32**	**4,06**	**5,91**	**7,37**
X'_4	2,05	2,72	2,71	2,59	2,83
Z''-Score	**10,48**	**9,78**	**9,21**	**13,28**	**15,66**

Source: Writer's documentation

The Z-Score throughout the last five years continue to improve while there are slight decrease in value for year 2019 and 2020, we can see that in this period, the market condition is declining, or it is not very preferable for the firm. After the covid-19 pandemic of 2020, the firm gained significantly in Z-score, this means the market condition continue to improve after the covid-19 pandemic. The overall Z-Score value is above 2,99 which is indicating the firm is in a safe zone with minimum to zero chance in bankruptcy. The firm is in a good financial condition based on Z-score. The Z''-Score also indicates very healthy condition for PT Indo Tambangraya Megah Tbk. Based on the value of Z''-Score**,** the company credit rating is AAA.

4. CONCLUSION AND RECOMMENDATION

4.1 Conclusion

Bankruptcy prediction analysis and financial condition was conducted on PT Indo Tambangraya Megah Tbk during the period of 2018-2022. The following results:

a. Working capital to total asset ratio shows an improvement, PT Indo Tambangraya Megah Tbk had much more current assets than its current liabilities which is healthy.
b. Retained earnings to a total asset ratio shows steady improvement through 2022 with overall gain of 35%.
c. Equity market value to total liability ratio of the firm decreased significantly in the year of 2019 but continues to climb throughout 2022. The overall gain is 32% which is very good for the improving financial condition of the firm.
d. The EBIT to total asset ratio of PT Indo Tambangraya Megah Tbk decreased for the first 3 years and gained drastically after the covid-19 pandemic. The coal market is improving after the pandemic and brought positive result to the firm. Overall value is good for the firm.
e. Book value of equity to total liability ratio shows steady increase through 5 years of operation. The overall gain is about 37%.
f. Sales to total assets ratio shows stagnation, this indicates that the company is aggressively adding more investment in total assets but the sales is lagging to take the effect.
g. The Altman Z Score bankruptcy predictive model shows no sign of bankruptcy or distress for PT Indo Tambangraya Megah Tbk. The value of Z-Score is 7.37 or way above 2.99, it shows that the firm is in safe zone with zero or minimum probability of bankruptcy.
h. The Z"-Score value was improving from 2018 to 2022, the last value is 15.66, indicating a very healthy financial condition. Based on the table 1, the current credit score classification of PT Indo Tambangraya Megah Tbk is AAA or the highest hierarchy credit class according to Altman.
i. The predictive model shows no sign of financial distress or difficulties in the next two years for the firm.

4.2 Recommendation

The company was classified in a safe zone with AAA credit rating according to Altman Z-score model, no sign of financial distress occurred during the period of assessment. The recommendation is to continue the current business strategy and policy since there aren't any threats to the financial conditions for the firm. With the improvement of coal market, the company should focus on increasing operating efficiency to minimize cost and losses. The management should continue to seek efficient and lean production. With the cyclical nature of coal market, the firm should also consider the up swing and down swing of the coal prices, so the production management should be adjusted to the predicted coal prices. The pandemic event brought beneficial effect to the firm since the financial condition is improving after the event hit the global market. This anomaly may not happen often thus the firm should carefully handle this condition and stay aware and stick to prudent management practice. From Sales to total assets ratio, the firm is indicated taking aggressive investment in total assets but if we see from the cyclical nature of coal market, the firm in contrast, should hold to slow down the investment

during the topping price of coal instead adding more investment in the bottoming price of coal. Further research about coal price correlation in pandemic event is recommended to assess the detail of coal prices and can become a study material for coal price forecast.

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Macroeconomic Impact From 2012 to 2022 on Indonesia Composite Index Return

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ABSTRACT

The objective of this study was to evaluate the influence of inflation rate and other macroeconomic factors on the return of the Indonesian Composite Stock Index. In the last three years, the world has been dealing with unexpected events such as the COVID pandemic and the Russia-Ukraine conflict, leading to a notable increase in global inflation. Indonesia, however, has been able to keep inflation under control. Over the past decade, the country has experienced remarkable economic growth with an average GDP growth of 5%. This growth has also reduced the poverty rate to less than 10%, consequently, Indonesia was included in the G20 and was appointed as the Chair of the G20 in 2022. To understand the relationship between the Indonesian Composite Stock Index and several macroeconomic variables, we used Eugene Fama's efficient market hypothesis as the underlying theory. We conducted multiple regression analysis on quarterly data from 2012-2022, obtained from various benchmark websites. We found that GDP growth and bond yield had high impact on the return of the Indonesian Composite Stock Index, indicating that the stock market acted as a leading indicator for the selected macroeconomic variables. This was contrary to the efficient market hypothesis. The findings from this study provide useful information to all parties involved in the Indonesian stock market, including participants, regulators and policymakers. Our research indicates that macroeconomic factors have a significant influence on the stock market and should be considered when making decisions related to the stock market.

Keywords: Indonesia, GDP Growth, Inflation Rate, Bond Yield, Composite Stock Index

INTRODUCTION

ASEAN's (Association of Southeast Asian Nations) largest economy, the Republic of Indonesia (Republik Indonesia) is a country comprising 16,056 islands located between Asia and Australia. The five main islands Java, Sumatra, Kalimantan, Papua, and Sulawesi contain 34 provinces. The country has a dense, diverse population with varied cultural characteristics (e.g., language, customs, dance, and costume) and is also blessed with abundant natural resources (Eye on Asia, 2022).

Indonesia has seen its population grow from 238.5 million in 2010 to 268.1 million in 2019, a growth rate of 1.31%. In addition, its 2019 GDP (Gross Domestic Product) was IDR 15,833.9 trillion, more than 6% greater than its 2017 GDP of 14,838.3 trillion (Eye on Asia, 2022). Indonesia is consequently the fourth most populous country in the world and the 10th largest economy from the perspective of purchasing power parity. Moreover, the country has made tremendous progress in reduction of poverty, reducing the rate to under 10% in 2019 prior to the COVID-19 pandemic. The country also assumed the Presidency of the G20 (Group of Twenty) in 2022 encouraging all member nations to collaborate in the recovery from the impacts of the pandemic (World Bank, 2022).

Like other nations, Indonesia's economy was also adversely affected by the pandemic (Figure 1.1). The country moved to lower-middle income status from upper-middle income in the middle of 2021. Also, the pandemic somewhat cancelled the headway made toward poverty reduction as the rate increased to 9.7% in September 2021 from 9.2% in September 2019 (Figure 1.2). Nevertheless, the economy is in recovery with a projected GDP growth of 5.1% in 2022. This is anticipated to be supported by increasing commodity exports and a supportive fiscal policy to endure the pandemic (World Bank, 2022).

Following the economic shock due to the global pandemic and the precautionary measures taken to deal with it, Indonesia's central bank and the government have responded rapidly reliably. In the process, the authorities have tested the boundaries of macroeconomic policymaking, by utilising novel monetary instruments and delaying some Constitutional financial policies due to the exceptional circumstances. From a future perspective, protecting fiscal sustainability will necessitate improving the revenue base and implementing consolidation framework in the a medium-term, together with supporting more efficient public spending (OECD, 2021).

The review of empirical research related to the impact of macroeconomic variables on stock markets revealed that the focus of most studies is the impact of certain macroeconomic variables such as, interest rate, exchange rate, oil prices, on stock prices, stock indexs, or stock returns. Moreover, the same situation is also seen in studies set in the Indonesian context (e.g., Gunawan & Hendrawaty, 2018; Goh et al., 2021; Karim et al., 2018; Gunarto & Sembel, 2019; Amaliawiati et al., 2021; Permanasari & Kurniasih, 2021). Therefore, it appears that there is little research concerning the relationship between economic growth, bond yield, and inflation rate, on the returns of Indonesia Composite Stock Index. Consequently, this study tries to bridge the gap between prior research by studying the influence of economic growth, bond yield, and inflation rate, on stock market return, as measured by the returns of Indonesia Composite Stock Index.

LITERATURE REVIEW

2.1 Efficient Market Hypothesis

The basis of the EMH is that the prices in capital markets are efficient and fully reflect all available information in an unbiased manner (Fama, 1970). The EMH can be categorised into three forms: "weak form (stock prices reflect all past information in prices), semistrong form (stock prices reflect all past and current publicly available information), and strong form (stock prices reflect all relevant information, including information not yet disclosed to the general public, such as insider information)" (NASDAQ, 2023). The EMH suggests that in an efficient market, rivalry amid the investors who capitalize on profits will guarantee that all the pertinent information presently understood about variations in macroeconomic variables are reflected completely in present stock prices. Consequently, investors will be unable to receive abnormal profit by forecasting prospective movements of the stock market. Hence, it can be inferred that, there is no usefulness of previous (present) extents of economic activity in forecasting present (prospective) stock prices in a market that is informationally efficient (Mohsen, 2006). A later study by Malini (2019) found that the weak form of the EMH existed as regards the LQ45 index. Another study (Njindan Iyke, 2019) found that the EMH was rejected for nearly 29% of exchange rates signifying that the Indonesian FX market was inefficient in the long-term as regards certain currencies and profits could be derived by FX investors from such rates of exchange. Mubarok and Fadhli (2020) used monthly data for 1996 to 2020 on the Indonesian Stock Exchange and found that the market was inefficient in its weak form.

2.2 Economic Growth

Economic growth signifies a growth in the size of the economy of a country over a period of time. Typically, the size of an economy is measured by the economy's overall production of goods and services, which is termed gross domestic product (GDP). Indonesia has seen its population grow from 238.5 million in 2010 to 268.1 million in 2019, a growth rate of 1.31%. In addition, its 2019 GDP (Gross Domestic Product) was IDR 15,833.9 trillion, more than 6% greater than its 2017 GDP of 14,838.3 trillion (Eye on Asia, 2022). Indonesia is consequently the fourth most populous country in the world and the 10th largest economy from the perspective of purchasing power parity. Moreover, the country has made tremendous progress in reduction of poverty, reducing the rate to under 10% in 2019 prior to the COVID-19 pandemic. The country also assumed the Presidency of the G20 (Group of Twenty) in 2022 encouraging all member nations to collaborate in the recovery from the impacts of the pandemic (World Bank, 2022). The data for the present study will be the quarterly GDP of Indonesia for the period 2012 until 2022 by Trillion-rupiah notation.

2.3 Bond Yield

A bond's yield is the return to an investor from the bond's interest, or coupon, payments.Return on bond investment is source of income for the investors who allocate their money to buy a

retail bond/corporate bond/government bond. One of the important thing that is to be considered before they decide to invest in bond is the amount of bond yield as a measurement tool to know the annually rate of return. There are two terminologies in calculating yield, current yield and yield to maturity. (Fabozzi, 2000). In this study, Indonesia 10-Year Bond Yield Historical Data for the period 2012 to 2022 was utilised.

2.4 *Inflation rate*

The economy is said to be experiencing inflation when the prices of most goods and services are increasing over time (Abel et al., 2011). Inflation rate is a measure of the annualized percentage change in the general level of prices in an economy. Another method to describe inflation, according to Singh T. et al. (2011), is the decline in purchasing power of the monetary unit of account, which acts as the medium of exchange. When the general price level rises, a given currency unit may be used to purchase fewer goods and services. One of the most significant indicators of price inflation is the inflation rate, which is the percentage change in a price index over time. The data utilised by the present study is the quarterly inflation rate of Indonesia for the period between 2012 and 2022.

2.5 *Return of Indonesian Composite Stock Index*

The Return of Indonesian Composite Stock Index is a key indicator of the overall performance of the Indonesian Stock Exchange. It tracks the average closing price of all stocks listed on the exchange over a 10-year period from 2012 to 2022. By calculating the average closing price per quarter, the return provides investors with a comprehensive snapshot of the stock market performance in Indonesia, expressed in Indonesian rupiah (IDR). This index serves as an important benchmark for investors to assess the investment climate in the country.

METHODOLOGY

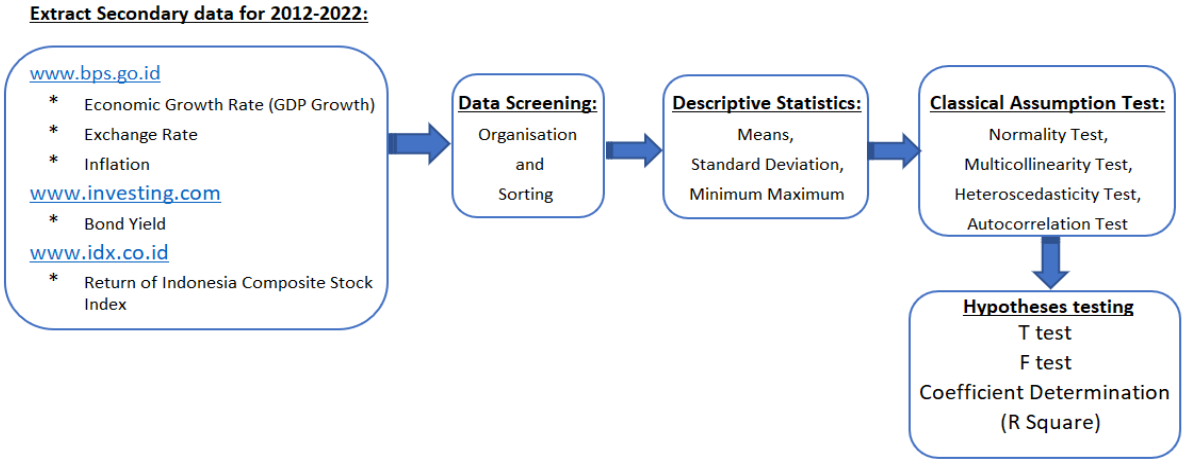
3.1 Data Types and Sources

The data for the study are quantitative secondary data obtained from various sources. The decision to use secondary data was due to the ease with which these could be accessed and also in the interest of time.

Data related to economic growth, bond yield and inflation rate were extracted for a period of 10 years, from January 2012 to December 2022. The rationale for choosing this 10-year period is to obtain more accurate outcomes. The following data were extracted for the study:

a. Historical data on Indonesia 10-Year Bond Yield. This information is available on the website in.investing.com.
b. Bank Indonesia's Indonesian Financial Statistics (www.bi.go.id) provides a comprehensive overview of the monetary conditions in Indonesia including the economic (GDP) growth, inflation rate and exchange rate of the rupiah against the U.S. dollar. This data was used to assess the inflation rate over the period from January 2012 to December 2022.
c. Data related to stock prices were obtained from the Stock Exchange Composite Index (www.idx.co.id) which contains a comprehensive and accurate record of the stocks issued by publicly traded companies from January 2012 to December 2022.

3.2 Research Framework



3.3 Data Analysis

The following tests were utilised for analysing the data.

1. Descriptive statistics: The mean and standard deviation for the data were computed. The mean signifies the average values in the series and the standard deviation signifies the spread or dispersion of the series. In addition, the minimum and maximum values of data in the series were also obtained.
2. Classical Assumption Test:
    a. Normality Test : The normality test is used to test whether the regression model is deep this study has residuals that are normally distributed or not. An indicator of a good regression model is having normally distributed data. The way to detect whether the residuals are normally distributed or not can be done with the Kolmogorov-Smirnov non-parametric statistical test (K-S) test contained in the SPSS program. The data distribution can be said to be normal if the significant value is > 0.05 (Ghozali, 2018: 161-167).
    b. Multicollinearity Test : The multicollinearity test is used to test whether a research regression model has a correlation between independent (independent) variables. A good regression model is one that does not have a correlation between the independent variables and is free from multicollinearity symptoms. Knowing whether or not there are symptoms of multicollinearity is by looking at the value of the VIF (Variance Inflation Factor) and also the Tolerance value. Tolerance measures the variability of the selected variable which is not explained by other independent variables. The values used to indicate the presence of multicollinearity symptoms are VIF values <10.00 and Tolerance values > 0.10 (Ghozali, 2018: 107).

c. Heteroscedasticity Test : The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual one observation to another (Ghozali, 2018: 120). Heteroscedasticity testing can be done by looking at the scatterplot graph between SRESID and ZPRED, namely whether there is a certain pattern or not. The basis for decision making is as follows:
If there is no clear pattern, and the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity (Ghozali, 2018: 137-138).

d. Autocorrelation Test : The autocorrelation test is the relationship between the residuals of one observation and the residuals of other observations (Winarno, 2015: 5.29). According to Ghozali (2018: 111) The autocorrelation test aims to test whether in the linear regression model there is a correlation between the confounding errors in period t and the interfering errors in the t-1 (previous) period.

3. Partial (T) test : The t test is used to determine the effect of GDP, Bond Yield, and Inflation to Stock Return (partially). The t test can be done by comparing t count with t table (Ghozali, 2018:78). At a significant level of 5% with the test criteria used as follows:
If $t_{count} < tt_{able}$ and p-value > 0.05 then H0 is accepted and Ha is rejected, which means that the X has significant effect to Y.

   If $t_{count} > t_{table}$ and p-value < 0.05 then H1 is accepted and H0 is rejected, which means that X has no significant effect to Y
4. Simultant (F) Test : The F test is used to test the effect of GDP, Bond Yield, and Inflation to Stock Return. According to Ghozali (2018: 79) testing can be done by comparing the Fcount value with Ftable at a significant level of <0.05 with the following test criteria:
   If $F_{count} > F_{table}$ and the p-value of F-statistics <0.05 then H0 is rejected and H1 is accepted, which means all independent variables have significant effect to dependent variable.
   If $F_{count} < F_{table}$ and the p-value of F-statistics <0.05 then H0 is rejected and H1 is rejected, which means all independent variables have no significant effect to dependent variable.
5. Coefficient Determination (R Square) Test : The coefficient of determination test (R2) is used to measure the level of ability of all independent variables in explaining the dependent variable. . If the adjusted R2 value gets closer to one (1), the better the model's ability to explain the dependent variable (Ghozali, 2018: 286). Figure 3.1 depicts the flow of data processing in the study.

RESULT AND DISCUSSION

4.1 Partial Test (T Test)

Coefficients for the impact of macroeconomic factors on the Return of Indonesian Composite Stock Index

Variables	Coefficient	t-value	p-value
(Intercept)	69.335	3.508	
GDP growth	1.898	3.133	0.003**
Bond yield	-21.401	-3.470	0.001**
Inflation rate	-3.146	-1.929	0.061*

*** significant at 5%, '* significant at 10%*
Source: SPPS Report by Author (2022)

According to the result above, we can make some conclution:

1. Sig value of GDP is 0.003 and alpha is 0.05. it mean Sig value of GDP lower than alpha, H1 accepted, so we can say if GDP growth has significant effect to Return of Indonesian Composite Stock Index.
2. Sig value of Bond Yield is 0.001 and alpha is 0.05. it mean Sig value of Bond Yield lower than alpha, H2 accepted, so we can say if Bond Yield has significant effect to Return of Indonesian Composite Stock Index.
3. Sig value of Inflation Rate is 0.061 and alpha is 0.05. it mean Sig value of Inflation Rate greater than alpha, H3 rejected, so we can say if Inflation Rate has no significant effect to Return of Indonesian Composite Stock Index.

4.2 Discussion

The stock market of a country appears to be the centre of all the transactions pertaining to a country's financial growth. Many factors can indicate to market participants whether higher or lower returns can be obtained when investing in this market. Keeping this in mind, the overall objective of this study was to examine the effect of four macroeconomic factors (GDP growth, bond yield and inflation rate) on the Return of Indonesia Composite Stock Exchange. Specifically, the study used different statistical tests to investigate whether changes in the chosen macroeconomic variables had an impact on the Return of Indonesian Composite Stock Index. The study utilized correlations and multiple regression analysis to investigate the relationships. The outcomes of the multiple regression analysis revealed that only GDP growth and bond yield have a significant impact on Return of Indonesian Composite Stock Index. However, the other macroeconomic variables namely inflation rates did not have a significant impact on the Return of Indonesian Composite Stock Index.

The results of hypothesis testing which show that GDP has a positive and significant effect on stock returns are consistent with the results of Gunarto and Sembel's research (2019). According to Tandelilin (2014: 342) estimated GDP will determine economic development, because GDP comes from the number of consumer goods that are not capital goods. GDP is basically the total added value generated by all business units in a particular country, or is the total value of final goods and services produced by all economic units (Sukirno, 2011). GDP at current prices can be used to see shifts and economic structure, while constant prices are used to determine economic growth from year to yearMany previous studies, set in different countries, have also studied the impact of similar macroeconomic variables on stock returns

and/or stock index. Overall, the findings of the present study as regards the effect of GDP growth, inflation rate, bond yield, and exchange rate, on the stock market index are confirmed or supported by various studies. It may be noted that the findings of the present study did not find exact parallels in prior studies as some of them were aligned as regards only one or a few of the studied macroeconomic variables.

According to the statistical result, Government bond yield has a negative and significant impact to stock return. The cost of capital (COP) is the rate of return required by a company to cover its opportunity cost of borrowing money. It measures how much investors are willing to pay for the risk that investment will yield less than expected. The higher the risk, the lower the return investors require and vice versa. Bond yields are a key factor in determining the cost of capital for companies and investors. Corporate bond yields are determined by the interest rates that governments pay on bonds, which are typically higher than the interest rates paid on government securities. Since most bonds have fixed interest rates and do not adjust based on inflation, they suffer from what is known as "negative real yield," meaning they lose value over time. However, bond yields can also be affected by changes in other factors such as prevailing interest rates or stock market volatility. When bond yields fall below their original nominal value, this indicates that investors have less faith in their ability to make money with those investments. This is often referred to as "contagion" because it spreads across all types of bonds and affects all levels of investors in different ways.

An earlier study by Ikoku (2014) found that inflation had an impact on the stock returns of the F&B sector in Nigeria. A study set in Bangladesh's Dhaka Stock Exchange by Quadir (2012) found that there was a positive, non-significant relationship between treasury bill interest rate and industrial production and the stock returns. In the context of five SAARC nations (Bangladesh, Nepal, India, Sri Lanka, and Pakistan), Sharif (2017) found that rates of interest, inflation, and unemployment, and rate of exchange, are negatively and significantly related. Also, GDP per capita and net inflows of foreign direct investment, and rate of exchange, are positively and significantly related. Rjoub et al. (2009) found that there was a significant pricing relationship between the stock return in the ISE (Istanbul Stock Exchange) and unanticipated inflation. In addition, this study found a significant relationship between stock return and exchange rate. In contrast to the present study, Ouma and Muriu (2014) found that inflation was found to be a significant aspect affecting the returns at NSE. This study also appears to be among the first to investigate the impact of bond yield on the stock market returns. Prior studies have found that bond yields were impacted by exchange rates but not inflation (Permanasari & Kurniasih, 2021) or that bond yields had late impacts on stock returns (Celebi & Hönig, 2019).

Conclution

This study explored the effect of macroeconomic variables, such as Gross Domestic Product (GDP) growth, Bond Yield (BY), Exchange Rate (ER) of the Rupiah against USD, and Inflation Rate (IR) on the Return of the Indonesian Composite Stock Index from 2012 to 2022. The analysis revealed that GDP growth had a positive effect on the Return of Indonesian Composite Stock Index, while Bond Yield, Exchange Rate, and Inflation Rate had a negative effect. This finding is highly significant, providing investors with valuable insights that can be used to maximize their portfolio returns. Moreover, the results of this study were compared to previous

research, which yielded both consistent and contradictory findings. This implies that further research is needed to understand the influence of macroeconomic variables in different contexts and over different time periods. Such investigations can help to uncover the working mechanisms of macroeconomic variables on stock market returns and can provide investors with more accurate insights. Finally, a deeper understanding of macroeconomic variables can help to create a more informed investment climate and can provide investors with the knowledge they need to maximize their portfolio returns. This study provides a valuable contribution to the current body of literature and can be used as a foundation for further research into the macroeconomic effects on stock market returns.

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The Effect of Green Trust as Independent Role and Green Advertisement as Moderating Role on the Purchase Intention of Paper Packaging in an Extended Theory of Planned Behaviour (TPB)

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ABSTRACT

The Indonesian Ministry of Environment and Forestry (KLHK) noted that Indonesia produces 18 million tons of waste in 2022. Referring to the 2022 data provided by SIPSN-MKLH (Sistem Informasi Pengelolaan Sampah Nasional – Kementerian Lingkungan Hidup dan Kehutanan), Indonesian plastic waste contributes around 18.2% of the waste composition compared to 11.3% of paper waste. Paper packaging as one of the green products has been introduced as an alternative solution to substitute plastic packaging. Therefore, an extended Theory of Planned Behaviors was employed along with Green Trust to study the relationship between these variables with Green Purchase, a moderation effect of Green Advertisement has been also introduced to strengthen the Green Trust variable. This research concludes that Attitude has a positive significant impact on Green Purchase Intention, Subjective Norm also found has significant effect to Green Purchase Intention, However Perceived Behavioral Control, Green Trust, and Moderation of Green Advertisement on Green Trust has no significant effect on the Green Purchase Intentions. According to the R^2 values, the Green Purchase Intention can be explained by the construct variables of Attitude, Subjective Norm, Perceived Behavioral Control, Green Trust is 45.1%. Some opportunities for future study based on this finding can be explored for different variable such as product price, Price Incentive, government regulation with reward and punishment that might have the different result compared to this research. Qualitative research might be needed to get a deeper insight from the end user, industry, and regulator (government).

Keywords: Paper Packaging, Theory Planned Behavior (TPB), Green Trust, Green Advertisement, Green Purchase Intention

1. INTRODUCTION

The Ministry of Environment and Forestry (KLHK) noted that Indonesia produces 18 million tons of waste in 2022. Referring to the 2022 data provided by SIPSN-MKLH that Indonesia plastic waste contribute around 18.2% of the waste composition as compared 11.3% of paper waste. Plastic waste of DKI Jakarta waste contribute 14.18% of total waste generated where is paper/board contribute 14.17% and most of the plastic contribute from the packaging used.
Paper packaging is a packaging that is wood-based and more environmentally friendly as an alternative packaging product. This study tries to implement the extended Theory Planned Behavior (TPB) variables, Green Trust, and Moderation of Green Advertisement as new approach for this research in the context of Paper Packaging to substitute plastic packaging.

2. LITERATURE REVIEW

2.1 Theory of Planned Behavior (TPB)

TPB is an extension of the Theory of Reasoned Action (TRA; Fishbein & Ajzen, 1975), has been the dominant theoretical approach to guide research on health-related behavior for the past three decades. The theory is well recognized amongst researchers and is also familiar to many students, practitioners, and policymakers. TPB model has been useful in predicting consumer's intention as well as behavior in a wide range of green/ pro-environmental areas, such as energy efficient products (Ha and Janda, 2012), Green Product (Paul, J. Modi and et all, 2016) and organic products (Zagata, 2012).

2.1.1 Attitude

Attitude has long been identified as a construct that guides future behavior or the cause of intention that ultimately leads to a particular behavior. In TRA, attitude is referred to as the evaluative effect of positive or negative feeling of individuals in performing a particular behavior(Ajzen & Fishbein, 1975).

2.1.2 Subjective Norm

Subjective norm relates to the perception of social pressure to perform an intention and involving believes that other individual or group think he or she should perform the intention(Ajzen & Fishbein, 1975). Subjective norms are the social pressure exerted on an individual to do something(Ajzen, 1991).

2.1.3 Perceived Behavioral Control

The concept of perceived behavior control is concerned with an individual's assessment of their capacity to engage in behavior (Ajzen, 1991). In a similar vein, it referred to readily available resources like purchasing power. The concept of perceived behavior control was initially introduced in a study by Ajzen (1991).

2.2 Green Trust

Green trust is a willingness to rely on a product or service based on the beliefs or expectations arising from its reputation, credibility, benevolence, and ability for environmental performance (Chen, 2010)

2.3 Green Advertisement

Green advertising is defined as ‘‘Any ad that meets one or more of the following criteria: (1) explicitly or implicitly addresses the relationship between a product/service and the biophysical environment, (2) promotes a green lifestyle with or without highlighting a product/service, and (3) presents a corporate image of environmental responsibility’’.

2.4 Green Purchase Intention

A study by Rashid, N. R. N. A. (2009). defined green purchase intention of a person as preference to products with eco-friendly features over other conventional products in their purchase considerations. Similarly, Chen and Chang (2012) stated the willingness of a consumer to buy a particular product according to his or her environmental needs is considered as the green purchase intention.

2.5 Research Framework

Based on the previous explanation of interaction between variables, hence the research framework and hypothesis has been developed as follows:

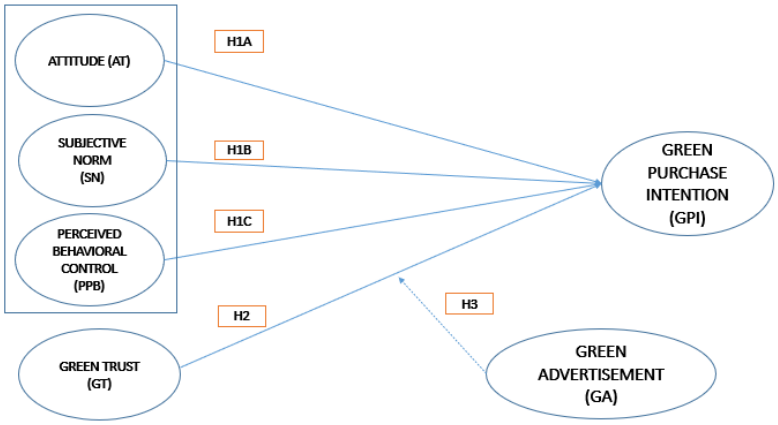

Figure 2. 1. Research Framework

Source: Author, 2023

Based on the framework shown in Figure 2.5 the following hypothesis has been developed

H1: Attitude towards behavior has a positive effect on Green Purchase Intention

H2: Subjective norms has a positive effect on Green Purchase Intention

H3: Perceived Behavioral Control has a positive effect on Green Purchase Intention

H4: Greet Trust (GT) has a positive effect on Green Purchase Intention

H5: The relationship between Green Trust (GT) and Green Purchase Intention (GPI) would be stronger when Green Advertising be the moderating

3. DISCUSSION AND FINDING

3.1 Relationship between Theory Planned Behavior (TPB) Variable and Green Purchase Intention

3.1.1 Attitude and Green Purchase Intention

It is found in this research that that Attitude has the significant effect to Green Purchase Intention. According to (Orzan, et al ,2018), Dalila, et all (2020), Most respondents are aware of the impact of packaging on the environment, the main reasons for purchasing are environmental protection, recycle and the feeling of being responsible. Packaging preferences include paper, glass, and cardboard and, to a lesser extent, plastic, and wood. Also, attitudes, subjective norm, and perceived behavioral were all found to have had significant effects on the intention to use and the actual behavior. In this case, paper packaging has been acknowledged and accepted as an alternative packaging to substitute plastic packaging. In this study shown that attitude of the respondent has the positive correlation on the green purchase intention of paper packaging as the substitution of plastic packaging. Refer to the variable measurement on the Attitude shown that value of 4.2 – 4.6 Likert scale which means most of the respondent agree on all the indicator related to Attitude such as feel positive on green packaging such as paper packaging, this green product will be good for environment and, they like the idea of purchasing the green product such as paper packaging. This is indicated as well by feedback from respondent such as respondent 12 (Male, 36-41, DKI Jakarta, Businessman/Entrepreneur), stated "Because I want to contribute to reducing plastic waste." For the question of why it is necessary for people to move from paper packaging to plastic packaging. Based on his statement show that it is personal attitude play a big role on the decision whether to buy or not to buy the green packaging.

3.1.2 Relationship between Subjective Norm and Green Purchase Intention

It is found in this research that that Subjective Norm has the significant effect to Green Purchase Intention. According to (Judith de Groot1 and Linda Steg,2007), (Dalila, et all (2020) It has been proven that subjective norm has a positive impact towards green purchase intention. It is interesting to see the that the average Likert scale value for this Subjective Norm found at the level at 3.65 which means an uncertainty if they agree, or they disagree if other people impact their decision related to the green packaging just because they do it or they feel the respondent must buy it just because they do or they feel the respondent should do. Subjective norm relates to the perception of social pressure to perform an intention and involving believes that other individual or group think he or she should perform the intention(Ajzen & Fishbein, 1975). Refer to respondent 1 (Male, 36-41 years old, DKI Jakarta, Private Employee) feedback stated that "For our future generations (son and grandson) to be better" on the question of why we should move from plastic packaging to paper packaging related to its impact to environment. It shown that respondent has a concern on their loved family future when it comes to future possible bad impact due to worsen environment condition then it may drive their intention to execute the green purchase intention by buying the paper packaging.

3.1.3 Relationship between Perceived Behavioral Control and Green Purchase Intention

It is found in this research that that Perceived Behavioral Control has not significant effect to Green Purchase Intention in the context of plastic packaging substitution by paper packaging. Perceived behavioral control measures the person's belief of how easy or difficult it is to perform a behavior, and it explains the effect of non-volitional factors on behavioral outcomes (Ajzen. I et all,1986). According to (Orzan G, et al ,2018), Dalila, et all (2020), (Judith de Groot1 and Linda Steg,2007) that Perceived behavioral control has a significant impact on the green purchase intention. However, in other research of Liang, D., Hou, C., Jo, M.-S., & Sarigöllü, E. (2018) found that perceived behavioral control has not significant impact towards green purchase intention. One of the reasons could be the lack of indicator to represent the perceived behavioral control variable in this research which shall be improved for the next researcher. Other reason could be because of the different context of different industry which could give different conclusion, found most of the earlier research done based on literature study such as transferium (Judith de groot and linda steg, 2007), Food packaging (Dalila, et all, 2020) and for a contextual study (Liang, D et all (2018). However, in this paper packaging context, based on the respondent feedback the availability in market, performance, convenience, and price maybe the root cause on why it is not easy. Respondent 1 (Male, 36-41 years old, DKI Jakarta, Private Employee) expect that the paper packaging can hold the liquid penetration longer, it is a good insight for the paper packaging producer to improve the experience of user towards the paper packaging especially when it is used for liquid packaging. Respondent 19 (Female 30-35 years old, DKI Jakarta, Private Employee) highlighted the price different between plastic packaging and paper packaging, this is also strengthened by respondent 27 (Male, 30-35 years old, DKI Jakarta, Private Employee) and Respondent 30 (Male, 48-53 years old, DKI Jakarta, Private Employee) who also comment that higher price could make the campaign difficult. Both respondent (27 and 30) stated also that the availability in market would be another clue to significantly increase the correlation between Perceived Behavioral Control and Green Purchasing.

3.2 Relationship between Green Trust and Green Purchase Intention

In this research found that there is no significant effect of green trust towards green purchase intention. In the previous research. (Amin, S. and Tarun, M.T., 2021), (Al-Quran, Ali Zakariya, et al. 2020) (Wasaya, Allah et all,2021), (Chen, Y., & Chang, C., 2012, it is found that the relationship between the green trust and Green Purchase Intention has a significant effect. However, While Saeed M.Z. A. Tarabieha*, (2020) found that the green trust has no significant impact on the green purchase intention. Various result could be due to the different context of the study. In the context of paper packaging, it is found that the claim of green of paper packaging has no correlation with the purchase intention due to environmental consideration. This might be due to some doubts from the respondent on the claim made by the paper packaging seller. One of the concerns could be the greenwashing. As per feedback from respondent 11 (Male, 36-41 years old, DKI Jakarta, Private Employee), he suggests an action needed to prove that the green campaign by paper packaging is trustworthy and it is not just a

business or political movement from some stakeholders, in example is the green washing. Greenwashing is a term used to describe a false, misleading, or untrue action or set of claims made by an organization about the positive impact that a company, product, or service has on the environment. Respondent 20 (Male, 24-29 years old, Domicile at Other, Private employee) suggest not to use trees in Paper Packaging. Almost similar feedback from Respondent 35 (Female, 30-35 years old, Bogor, Private employee) suggest using recycle paper instead of by cutting down trees in paper packaging production. It shown the low awareness on how the paper packaging being produced and whether all raw material and production process it is truly environmentally friendly. This same feedback comes from respondent 8 (Male, 42-47 years old, DKI Jakarta, Private Employee) who commented that he expects that the paper packaging will not create another environmental issue such as forest sustainability issues. Based on all the insight above it is required for the paper packaging industry stakeholders to improve the communication on why and how the paper industry will not be contributor to the environmental issues. That information shall be provided and very well communicated to the audience so there will no assumption or suspicious from packaging user that this all claim related to no or lower environmental impact of paper packaging is truthful and trustable.

3.3 The Moderating Effect of Green Advertisement on the relationship between Green Trust and Green Purchase Intention

In the previous research, it is found that the relationship between Green Trust and Green Purchase Intention has the various result. According to Chen, Y. and Chang, C. (2012), Wasaya, Allah et all (2021), Rahardjo FA (2015), Green Trust has significant effect on Green Purchase Intention. While Saeed M.Z. A. Tarabieha*, (2020) found that the green trust has no significant impact on the green purchase intention. In this research found that the moderation of green advertisement also has no significant impact towards relationship between green trust and green purchase intention in the context of paper packaging usage as an alternative packaging to substitute plastic packaging. Green Advertisement is not significantly increasing the Green Trust of respondent, so it has limited impact on the green purchasing or less potential of buying paper packaging instead if plastic packaging. Based on the survey made by researcher on the variable Green Advertisement, low impact of Green Advertisement towards Green Trust could be the quality of green advertisement, respondent 7 (Male, 48 -53 years old, DKI Jakarta, Private Employee) suggest that “An effective green advertisement is one that features examples and testimonials from people who have switched to paper packaging. This can help inspire other consumers to do the same and provide concrete evidence that switching to paper packaging can be done”. this testimonial could be shared or broadcast through social media such as Facebook, LinkedIn, and other broadcasting tool such as TV and Radio. Respondent 23 (Male, 36-41 years old, DKI Jakarta) on question of what kind green advertisement which should be more effective stated that “The advertisement contains information about the source of paper packaging, how the process is made, what paper packaging can use, how this paper packaging can be decomposed and reused according to the circular economy concept”. This feedback basically describe on the necessities of paper producer to give an education on how and why

paper is more environment friendly as compared to packaging. This is also strengthened by respondent 27 (Male, 30-40 years old, DKI Jakarta, Private employee) stated that type of the green advertisement which is required are "educative ads that can change perspectives" which means a massive educative advertising required in order change the perspective of people towards the paper packaging. This is highlighted by respondent 35 (Female, 30-35 years old, Bogor, Private Employee) who expect that the green advertisement available in every market, she said" Green advertisement that is always in every shop/supermarket" on the question of what type of advertisement expected. Almost similar comment from respondent 21 (Male, 36-41 years old, Tangerang, Private Employee) who stated that "Conduct outreach in many public locations." As feedback on kind of Green Advertisement expected. In term of quality, Overall, the quality, intensity, availability, and content of the Green Advertisement contribute a lot in in increasing the green trust and awareness of the respondent on the impact of paper packaging towards environment from raw material, production process and after it is becoming waste.

4. CONCLUSION

The first conclusion from the research is that there is a positive and significant relationship between Attitude and Green Purchase Intention. Secondly, it is also proven that there is a positive and significant relationship between Subjective Norm and Green Purchase Intention. Thirdly, it is found that Perceived Behavioral Control does not have significant effect towards Green Purchase Intention. Fourthly, it is found that Green Trust also does not have a significant impact on the relationship with Green Purchase Intention. Fifthly, it is found that there is no significant moderation effect of Green Advertisement on the relationship between Green Trust and Green Purchase. The author now can have a deep understanding of the relationship between variables and can take some insights on waste related issues and the future business plan within the paper industry.

4.1 Contribution of the Study

The main contribution of the study was to the several stakeholders of waste management and papermaking industry specifically whoever involved in paper packaging industry. The founding of this research will contribute additional knowledge in terms of the relation of the Attitude, Subjective Norm, Perceived Behavioral Control, Green Trust, Moderation of Green Advertisement and Green Purchase Intention.

4.1.1 Theoretical Implication

This research contributes to the variety to explore the relationship between Attitude, Subjective Norm, Perceived Behavioral Control, Green Trust, and Green Purchase Intention. This research contributes to the variety to explore the relationship between Attitude, Subjective Norm,

Perceived Behavioral Control, Green Trust, and Green Purchase Intention. In this research found that Attitude and Subjective Norm has positive and significant impact on the Green Purchase Intention. However Perceived Behavioral Control, Green Trust and Green Advertisement as moderating variable of Green Trust has no significant impact on Green Purchase Intention. The research also will be benefited to other researchers who will examine the same variable in other industries. It also empirically measures the Green Purchase Intention in Indonesia for product category packaging material especially paper packaging base.

4.1.2 Practical Implication

The result shows that only Attitude and Subjective Norm are significantly established the relationship with Green Purchase Intention, it is also found that Perceived Behavioral Control, Green Trust, and The Moderation of Green Advertisement does not impact the Green Purchase Intention. This finding is an important insight or clue for Jakarta or Indonesia Waste stakeholders to find best and effective way in reducing the packaging waste and its impact towards environment & also an important insight for Paper Packaging producer to get more market shares and win more trust from the end user. From the study has been observed that the Green Purchase Intention mostly come from the personal attitude and some influence of people surrounding or the important person close to each people such as family and friends. Government or Papermaking industry could take this insight in arranging a campaign for this substitution by creating long term program of Green Personal Value Branding or Green Social Value Group Branding in the movement campaign. Further it is also observed in this research that the Perceived Behavioral Control, Green Trust, and the moderation of Green Advertisement has not given the positive impact on the Green Purchase Intention. Based on the feedback of questionaries from the respondent, has shown the papermaker need to focus to ensure the same convenience experienced when people change the packaging from plastic to paper, also there are some expectations on the same or lower price given for this substitution. There are several potential reason on why the green advertisement is not really effective to influence the respondent or people to move from plastic packaging to paper packaging such as lower level trust on the green claim, ineffective advertisement content and the availability as we all as the accessibility of the green advertisement , this could be another hints for the government or paper producer in order to create a more effective educational Green Advertisement which should cover the on how the paper packaging industry is harmless towards environment

4.2 Limitation of The Study

This study was designed to examine the potential of paper packaging to replace or substitute plastic packaging, the main idea is to reduce the plastic packaging waste impact towards environment, which the condition might be different across the category and others type of packaging or waste. The study also based on the questionnaire gathered from IPMI International

Business School as respondents in DKI Jakarta Indonesia, which may be also different result in different area or country.

4.3 Recommendation for Future Study

Some opportunities for future study based on this finding can be explored for different variable such as product price, Price Incentive, government regulation with reward and punishment that might have the different result compared to this research. Qualitative research might be needed to get a deeper insight from the end user, industry, and regulator (government).

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Factors Influencing the Purchase Intention of Women in Jabodetabek When Purchasing Local Makeup Through Online Shops Amidst Covid-19

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ABSTRACT

The high number of internet users that surged during the pandemic caused for a change of shopping trends among the Indonesians, and the beauty industry took the opportunity to enlarge their targeted customers through the use of online shopping platforms, when offline stores were not available during the pandemic in 2019. The purpose of this study is to study and understand the effect that online customer reviews, specifically Review quality and Review quantity, as well as the customer's attitude towards locally products makeup. This study has 3 Independent variables (Review Quality, Review Quantity, and Customer attitude). The Research is a quantitative study, and the methodology used was spreading a questionnaire to 160 Indonesians living in the city of Jakarta and Bekasi, between the age of 18-51 years old. The study used a questionnaire with a respond system of Likert Scale of 5, and collected data was analyzed using Spearman correlation with the software of SPSS 23. The findings indicated that the 3 independent variables have significant positive correlation with purchase intention. Thus, understanding the role of Reviews and Customer Attitude can be a low-cost marketing strategy for local brands.

Keywords: Review Quality, Review Quantity, Customer Attitude, Local makeup Products, Purchasing Intention.

INTRODUCTION

The increasing number of users of online shopping platforms in Indonesia being approximately 224 million people (*Statista* 2023). The stores which trade their products online benefit from numerous studies conducted to understand the expectation of their customers. A study conducted by Deloitte 2021 was able to identify cities in Indonesia like Jakarta, Bandung, Surabaya, Medan, and Makassar, where a number of customer necessities were categorized and growing necessities like internet services was at 6% under food, education, health care. And cosmetics and beauty care products were at 4% on top of clothing, gadgets, household appliances and insurances (Deloitte, 2020). Customer shopping behavior is now being studied from the perspectives of e-commerce platforms that have attributes which heavily affect an individual's purchasing intention, as well as their contextual situation or attitude towards certain products will cause a customer to question their shopping habits. Therefore, this study aims to discuss the enhancement of online shopping trends specifically for the cosmetic industry's growth.

1. CHAPTER

1.1 Background of The Study

The occurrence of COVID-19 in the early months of 2020 quickly alarmed Indonesia, as a high tourist country the government had implemented thermal detectors, as well as spread awareness among officials about the rising risk of the disease since early January 2020 (A.G. Harggara 2020). In response to the growing cases of Covid-19 the Indonesian Governor Anies Baswedan imposed the Large-Scale Social Restriction (PSBB) in the month of April, where most activities and public visited spaces like shopping places were closed and fully restricted to the citizens. Individuals living in the city of Jakarta were accommodated into working from their homes and continuing their daily activities through the online media, thus also a high rise on the online shopping platforms as individuals now had the opportunity to access their necessities online.

The cosmetic industry is one of the leading industries in the world, offering products from skin care toners, cleansers, or makeup beauty products such as foundations, compact powders, eyeshadows, lipsticks, blushes (Chin, Harizan, 2017), thus, the addition of products from different kinds was enhanced by the ability to sell these products through the online shopping platforms during Covid-19. The immense growth of the Beauty care industry in Indonesia also was partially influenced by the majority of Indonesian women that purchased online. The Indonesian Central Statistics Agency (BPS) noted the cosmetics industry which is a part of the pharmaceutical and traditional medicine industry has grown over 9.61% in 2021 (PT. Sinergi Multi Lestarindo 2023). Even with the consideration of the ongoing pandemic in the years of 2020-2023, the younger generations which were more actively involved in online shopping platforms were able to influence the growth of the industry. According to Statista 2021 the Indonesian cosmetic market revenue growth in 2017 was 6.4%, in 2018 6.5%, and in 2019 6.6%, by 2021 it was 9.61% high. Thus, COVID-19 functioned as a catalyst for e-commerce that drove Indonesian customers to adopt e-commerce during the year of 2020, over

78% of internet users in Indonesia had purchased something online from their mobile phones (We are social report 2020).

The growing local products also offer great results as well as better prices for the customers (Statista in 2020). The two types of makeup sold in the Indonesian market include the drugstore makeup and the high-end makeup products, the high-end makeup products are targeting customers from the economic level of medium to high, while the drugstore makeup products are from low to medium economic level. This study intends to focus on the drugstore local makeup products, which often include brands such as Wardah, Somethinc, Emina, Makeover, Luxcrime, BLP, Dear Me Beauty, Looke Cosmetics, ESQA and etc.

A customer's expectations when purchasing makeup products, first is to have the ability to test the product, the feasibility of a product will heavily influence the purchase intention of the customer. The in-store experience will also influence the customer as they have the help from the sales people at the physical store, unless the customer's purchasing intention is to purchase a product again. Before COVID-19 customers would rather purchase from offline stores because of all the factors that would affect their buying decisions of these products. However, with the acceleration of the e-commerce growth, Indonesian customer purchasing activities were driven to be done online. An interview done by *Statista* showed that around 55% of Indonesians were doing online shopping because of COVID-19 during the year of 2020, and less than 10% were not doing any online shopping or purchasing.

1.2 Research Gap

In regards to previous research, studies done before the year of 2020, did not consider other phenomena like the occurrence of pandemic or COVID-19 to be specific. There was research conducted by an Indonesian student regarding the effect of reviews both quantity and quality, source credibility, and review valence towards purchase intention of customers, the research explained that the four factors had a positive effect on the purchasing intention. However, the study was mainly focused on the purchase intention of premium cosmetics in Indonesia (Susanto and Aprianingsih, 2016). Another research focused on the effect of brand loyalty towards purchase intention of Korean makeup brands sold in Indonesia, its relevance on the aspects of what consideration might be taken for customer purchase intention will be used for this study, however, the variables used in this study are different (Shalehah, Moslehpour, et al 2019). In addition, the previous research was conducted pre-Covid-19 which further enhances the need for a new analysis on the topic, as customer purchasing trends have changed and are leaning towards purchasing local makeup products.

1.3 Problem Statement

The Changing shopping trends and methods amidst Covid-19 opposed a barrier for customers to purchase makeup from physical stores, shifting customer purchasing focus to online shopping platforms as main mediums of selling makeup products. A survey conducted by Deloitte showed that during Covid-19 pandemic many customers of e-commerce platforms were heavily impacted by the lack of trust they have on the online shopping platforms, and it

further hinders their intention to purchase online. Thus, for a type of product like makeup, the inability to test the product or have the feasible product on sight will also affect how they feel about purchasing the product online. The survey showed that 58% respondents consider a sense of trust to be important in encouraging the use of digital shopping platforms, and 31% of respondents prioritize the presence of reliable and genuine reviews (Deloitte 2020).

Additionally, a survey done by PWC Indonesia showed that 54% of respondents were more willing to purchase products produced locally, with the reasons 79% of respondents want to support the local economy, 59% of respondents prefer the short delivery time, and 58% of respondents said that the purchasing process is faster and more convenient. Previous studies from 2016-2019 also discussed how the customer purchasing intention might be affected by other factors like price, branding, location, media influence, However, the previous studies limitation never expected to face the phenomenon of a pandemic, and the immense growth that the online shopping industry would have during the past years, where more women have more accessibility of makeup products from anywhere in the world, and are easily influenced by customer's reviews and purchases. Therefore, this study is focused on analyzing the effect of newly discussed factors such as review quality, review quantity, a customer's attitude towards customer purchase intention of makeup products.

1.4 Research Questions and Research Objectives

1.4.1 Research questions

1. What is the effect of review quality on the purchase intention of Indonesian women when purchasing local makeup products through online shopping platforms?
2. What is the effect of review quantity on the purchase intention of Indonesian women when purchasing local makeup products through online shopping platforms?
3. What is the effect of customer attitude on the purchase intention of local makeup products through online shopping platforms?

1.4.2 Research objectives

1. To identify which factor from review quantity, review quality, customer attitude towards local makeup products, significantly affect the customer purchasing intention when buying through online platforms of women in Jakarta and Bekasi.
2. To compare the behavioral purchasing trends of women living in Jakarta and Bekasi before and after Covid-19 Pandemic.
3. To investigate the effect of online shopping features like reviews towards purchase intention of the customer.

1.5 Benefits of Research

Academical:

This study is intended to discuss the impact of online shopping attributes towards the purchase intention of Indonesian women when buying local made makeup products. The author of this research paper also intends to offer an extension of previous studies which might add value to the variables being examined, and serve as reference for future research on the same topic.

Practical:
In consideration of the new accessibility that Indonesian women have on high quality makeup products online, the increasing number of demands for these products increased during the pandemic. Locally made products offered customers similar quality products as international brands at a more affordable price. However, as mentioned before, customers fear the inability to test a product before purchasing it will heavily affect their buying decision, the use of reviews allows the customer to have more genuine information on what the product offers, and if it is worth the purchase. The study's findings will offer a new perspective and opinion on the expectations of customers when purchasing local makeup products, and brand marketers are able to view on the key success factors that can be implemented into their strategies and sell their products more effectively.

2. CHAPTER – LITERATURE REVIEW

This chapter will discuss various previous researches and authors with similar studies that have influenced the understanding of what affects the customer purchasing behavior and what similar factors that can be applied into the Indonesian context.

The theories chosen for this study is the Theory of Planned Behavior (TPB) will inform in depth regarding the breakdown of how the customer purchasing intention is affected. Additionally, this chapter will further discuss the terminology used throughout the research and explain the research framework used for this research.

2.1 Theory of Planned Behavior

The Theory of Planned behavior is an extension of the Theory of Reasoned Action written by Ajzen 1991 (Lee, Jeen, et al, 2019). TPB suggest that the customer behavior is guided by three factors: Behavioral beliefs, about the likely consequences of behavior, the beliefs of the normative expectation of the public also named Normative beliefs, and the beliefs about the factors that will facilitate or impede the intent to behave on that particular action also known as Control beliefs (Bonsjak, Ajzen, Schmidt 2020).

The first factor the behavioral beliefs will be responsible for the attitude produced towards that certain behavior, normative beliefs are a result from a perceived social pressure or subjective norm, and control beliefs give as result the behavioral control or what holds a customer back from making a purchasing decision (Bonsjak, Ajzen, Schmidt 2020). Therefore, the more positive attitude and subjective norm and greater perceived control they have, the stronger the intent to purchase.

2.2 Theoretical Framework

The theoretical framework will illustrate the variables which will be considered throughout the research and which flow the relationship between Review quantity and purchase intention, Review quality and purchase intention, and lastly customer attitude and purchase intention.

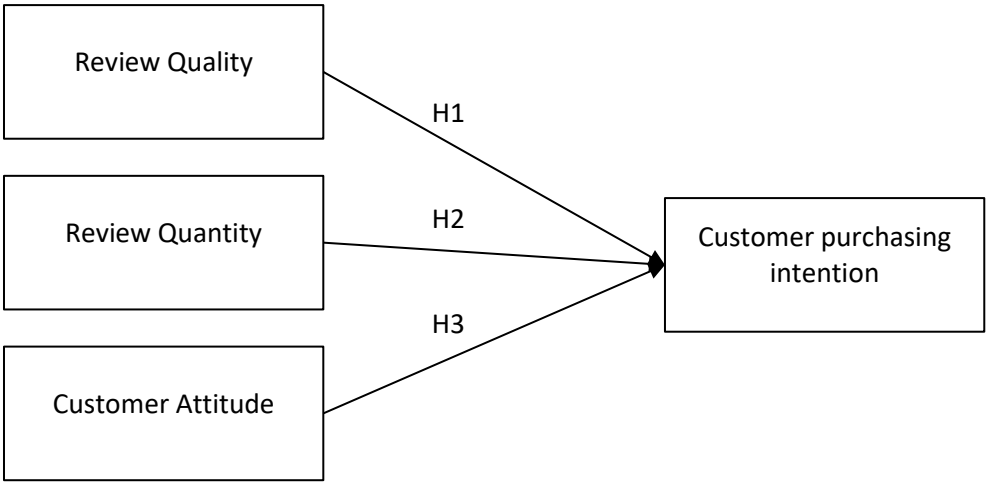

Figure 2.1: Theoretical Framework

2.3 Hypothesis Development

2.3.1 Review quantity and Purchase Intention

Review quantity refers to the number of reviews given to the product or service by the customers (Sutanto and Aprianingsih, 2016), in previous studies it was proven that the review quantity given to the product will influence positively the purchasing decision of other customers. The bigger the number of reviews given to the product, the more likely the product will be purchased (Park et al, 2007). The bigger the number of reviews given, the higher the product popularity, thus it also creates a sense of trust for the customer as many others have already experienced purchasing the product. As previous results have shown significant effect that review quantity has on the customer's purchasing intention for premium cosmetics sold in Indonesia, this study will intent to study if the same effect of review quantity on customer purchasing intention when buying local makeup products, as these products are of similar product line, with different values will the number of reviews further influence the women in Indonesia to purchase online.

H1: Review quantity will have positive impact the customer's purchasing intention when buying local Indonesian makeup products online

2.3.2 Review Quality and Purchase Intention

Online review quality will influence the customer if the arguments being given on the review are of high-quality information and satisfactory to their needs and wants (Lkhaasuren and Nam, 2018). Throughout this study, the use of online review quality will be used as a factor that influences the customer's purchase intention of local makeup products, previous studies have proven that review quality has positive impact on the customers purchasing behavior, as it allows the customer to access helpful information and help them determine the quality of the product or service.

H2: Review quality will have positive impact the customer's purchasing intention when buying local Indonesian makeup products online

2.3.3 Customer Attitude and Purchase Intention

there are other factors to be considered that will possibly affect the customer's attitude towards local makeup products, for example, a customer's level of knowledge (Lee, Park and Han, 2008) about the product's content, product's price, or products reviews among other products that the customer compares in the online shopping platform. In consideration that the factors will be different for every customer in different situations (Kim and Chung, 2011)

H3: There is positive relationship between customer attitude and purchasing intention of locally produced makeup products

3. CHAPTER – METHODOLOGY

3.1 Type of Research

This research will be formed as quantitative research, which encompasses a variety of numerical methods and analysis using statistics with the purpose to aid researchers in understanding certain phenomena among populations (Watson R, 2015). Following its quantitative form, the study will be a descriptive research, which will confirm or describe specific characteristics of the variables in the study (Ethridge, D.E.,2004). The author will describe the relationship between the variables, more specifically the effect of the independent variables on the dependent variable.

3.2 Source Data

The type of data used in this study will further support the information discussed, and answer the research questions mentioned before. The type of data is divided into two categories, the primary and secondary data:

1. Primary data is collected directly from the respondents, with the use of questionnaires which will be constructed based on the variables and theoretical information to fit the target population.
2. Secondary data is accessed through previously written literatures, as references to support the extensive study done in this paper.

3.3 Data Collection Method

Data is collected through online questionnaires which are intended to be distributed to the respondents through the use of google form and social media. The questionnaires are intended to be created with systematic structure, which will allow the well formulation of the questions and address the discussed variables used in the study. The questionnaires will contain a series of questions and use the Likert scale of 1-5, 1 being the answers for "Strongly Disagree", 2 for the answers "Disagree", 3 for the answers "Neutral", 4 for the answers "Agree", and 5 being for the answers "Strongly Agree". The secondary data is taken from chosen literature and articles with similar topics and variables which have been made before by other authors, in order to support this paper's statements and findings.

3.4 Population and Sample

3.4.1 Population

The population for this research will be Indonesian women who are users of online shopping platforms and current users of local makeup products. The questionnaire intends to target the women in Jakarta and Bekasi who are currently have adopted the use of local brands, with the use of Google form that will spread the questionnaire to the wanted audience. The use of social media will also be used to share the questionnaire and reach bigger audiences.

3.4.2 Sample

The sampling methodology used in this paper will be non-probability sampling technique, specifically the purposive sampling which will allow the author to set up the criteria's required for the population wanted. The criteria are broken down into, 1) Indonesian Women, 2) Live in the city of Jakarta or Bekasi, 3) Users of local makeup products, 4) Individuals that like to shop Online, and lastly 5) Age range from 18 to 50+ years old. Purposive sampling is also known as the judgmental sampling which allows the author to select the population required based on specific judgements, in order to represent a part of the population (Anita S Acharya, Anupam Prakash, Pikee Saxena, Aruna Nigam, 2013). The following are the requirements for the sample for this study:

3.5 Measurement of Variables

Prior to the measurement of the variables, the researcher identified the variables of importance to the study and which are to be analyzed after data collection analysis. The variables used in this study are: Independent Variables: Review Quality, Review Quantity, and Customer Attitude, following the Dependent variable is: Purchasing Intention. With the use of previous research, the author intends to make use of mentioned variables and items to create an extension of the study and carefully structured questionnaires for the targeted population.

3.6 Development of Questionnaires

The structuring of the survey questionnaire is based on the theoretical background of previously discussed theories, the TPB by Ajzen 1991 (Clement Lee, Lam Jeen, NG Sut, Ooi Shi, Tai Yu, 2019). And the purchasing intention levels discussed by Sarah Peterson 2021.

The questionnaire is divided into 3 segments, Segment A, B, and C:

- The first segment of the questionnaire includes questions for screening for the right target audience. Which includes information about the respondents and whether they are fit to answer the following questions.
- The second segment will include questions regarding the customer's profile and purchasing behavior, where it is purchasing online or offline, with an answering system of multiple choice.
- The last segment includes questions regarding the effectiveness of each variable used in this research towards the customer's purchase intention, with an answer system of Likert scale of 5.

3.7 Reliability and Validity of Questionnaire

In this research the validity of the questions and each variable will be tested with the use of the Pearson correlation from the SPSS (Statistical Package for the Social Sciences) software, where the correlation is between +1.00 and -1.00 will show the positive or negative correlation. In Addition, the reliability will be tested using the Cronbach Alpha Coefficient, where the results require to be higher than 0,6 to reach a good quality result, in other words, the questions and variables are reliable.

4. CHAPTER – DATA ANALYSIS AND DISCUSSION

4.1 Respondents profile

Table 4.1 shows the results from the targeted respondents who are users of local makeup and use online shopping platforms to purchase the makeup products. The majority of responses for the questionnaire is shown to be Females (96.3%) between the ages of 18-29 (48.1%), currently located in the city of Jakarta (53.1%), with the occupation being self-employed or owning business (33.1%). These results indicate that there is potential for local makeup products selling online to target a group of customers based on the criteria's shown in table 4.1. The results also showed that respondents (98%) are users of online shopping platforms, and usually spend less than an hour shopping online (58.1%), with a spending range up to more than Rp 300.000 on local makeup products. In comparison with the purchasing time customers spend shopping offline, based on results the respondents showed they spend over 2 hours (34.4%) shopping offline. These results indicate that local makeup products are potentially rising among the middle to high class community.

The table above also showed that out of 156 respondents 89 (57%) prefer online shopping over offline shopping, with the 3 top chosen reasons being, number 1 more Price Bargaining, reason number 2 is Convenience, and reason number 3 being Reliable Customer Purchasing Data (Reviews, Ratings, Feedbacks). On the other hand, the number of respondents that prefer to shop offline was 67 (43%) respondents, with the three top chosen reasons being, number 1 Feasible product testing, reason number 2 being Low risk of low quality, and number 3 being a Habit (previous purchasing experience). The results indicate that there is a positive influence from the reviews given on a product, on the purchasing decision of the customer when buying local makeup online. This is because customers want to be sure of their purchase specially when using online shopping platforms, the reviews will allow the customer to find more information about the product and avoid risks of shopping online.

4.2 Validity and Reliability test

The use of Pearson correlation coefficient was used in this study in order to test the validity of the questions provided to the respondents. The convergent validity is shown in the table above highlighted by the black lined boxes, the Pearson R value was shown to be between .3 and .5 indicating that approximately close to 1, meaning the correlation coefficient is positive at a significance level of less than 0.05 and N samples of 156. The author's use of question/instruments for each variable and item is proven to be Valid.

On the other hand, discriminant validity, are the values surrounding the highlighted boxes, which are shown to be of weak and moderate correlation as Pearson Coefficient R is above 0 and none to be of negative correlation. This also indicates validity among the other variables.

4.2.2 Reliability Test Result (Cronbach Alpha Coefficient)

The author used the Cronbach Alpha Coefficient in order to test the reliability of the instrument questions and items used for this study. Based on the table 4.3, the results show that every variable instrument is reliable as the Alpha coefficient is greater than 0.6, listed as Review Quality (.785), Review Quantity (.725), Customer Attitude (.767), and Purchasing intention (.688). The overall results of the reliability test also indicate greater reliability with a value of .916.

4.6 Independency Test

4.6.1 Mann Whitney U test

Table 4.6 Ranks

	Preferred Method of Shopping	N	Mean Rank	Sum of Ranks
Purchase Intention	Online	89	83.2	7405
	Offline	67	72.25	4841
	Total	156		

The man Whitney test was used as a non-parametric test alternative to the independent sample t test. In order to understand where the two samples are most likely to derive from the same population, and defining whether both are equal or no. As shown in table 4.6 the grouping variable used is the samples from preferred shopping method, Online (N=89) and Offline (N=67). Based on the mean rank, the mean was highest from the samples of preferred shopping method Online. The Null hypothesis for the Mann-Whitney U test in this case would be:

H_0: The two populations are equal

H_1: The two populations are not equal

Table 4.7 Mann-Whitney U Test. Results

$Test\ Statistics^a$	
	Purchase Intention
Mann-Whitney U	2563
Wilcoxon W	4841
Z	-1.678

Asymp. Sig. (2-tailed)	0.093

$a_{Grouping\ Variable}$

The following table defines the significance of difference between the two samples mentioned before. The Asymp. Sig is at 0.093 which is higher than the alpha of 0.05, which would indicate for the null hypothesis to be rejected as the populations are not equal. However, with the use of the Kruskal Wallis test and the Effect Size formula the null hypothesis can be retained. With the use of the Z value shown in table 5.7, the Effect size formula can be formed.

$$\text{Effect size: } r = \frac{Z}{\sqrt{N}}$$

$$r = \frac{1.678}{\sqrt{156}}$$

$$r = \frac{1.678}{12.489}$$

$$\underline{r = 0.13}$$

Effect Size r is valued at 0.13 indicating that the difference is less than 0.3 which represents a small effect on the difference between the two populations of preferred methods of shopping.

4.6.2 Kruskal Wallis Test

Furthermore, Kruskal Wallis test which is a non-parametric testing method where it requires data to be ordinal or continuous. The Kruskal Wallis test is the equivalent to the parametric test ANOVA, and does not consider the normal distribution of the data.

Table 4.8 Kruskal Wallis Test Results

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of PI4 is the same across categories of Preferred Method of Shopping.	Independent-Samples Mann-Whitney U Test	0.298	Retain the null hypothesis.
2	The distribution of PI4 is the same across categories of Preferred Method of Shopping.	Independent-Samples Kruskal-Wallis Test	0.298	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .050. 1 = Online Shopping 2 = Offline Shopping P14 = Purchasing intention				

Table 4.9 Independent – Samples Kruskal-Wallis Test

Independent-Samples Kruskal-Wallis Test Summary

Total N	156
Test Statistic	$1.085^{a,b}$
Degree Of Freedom	1
Asymptotic Sig.(2-sided test)	0.298

a The test statistic is adjusted for ties.
b Multiple comparisons are not performed because the overall test does not show significant differences across samples.

The null hypothesis is retained as the Kruskal Wallis test shows in table 4.8, where at the p-value of 0.298 the hypothesis is accepted because the p-value is < than 0.05. These results also indicate the two populations being examined are equal.

The Spearman Rank test is a non-parametric test used on ordinal data or scale data. The test is the alternative of the Linear regression test, and it analyses the relationship between every variable. The graph above is able to show the relationship between each variable, mainly focusing on the relationship of the Independent variables (Review Quality, Review Quantity, Customer Attitude) with the Dependent Variable (Purchasing Intention).

As the Spearman Rank assumes that variables have a Monotonic relationship that being either, if one of the variables increases, the other variable will also increase, or, if one of the variables increases, the other one decreases. Based on the graph shown in figure 4.2, the relationship between Review Quality and Purchasing Intention seems to be increasing at the same pace, and it's almost linear diagonally to the top of the graph, similarly the other graphs also follow a similar pattern, which shows positive correlation.

Table 4.10 Spearman Correlation rho

Correlations						
			Rqual	Rquan	CA	PI
Spearman's rho	Review Quality	Correlation Coefficient	1	.725**	.692**	**.612****
		Sig. (1-tailed)	.	0	0	**0**
		N	156	156	156	**156**
	Review Quantity	Correlation Coefficient	.725**	1	.642**	**.630****
		Sig. (1-tailed)	0	.	0	**0**
		N	156	156	156	**156**
	Customer Attitude	Correlation Coefficient	.692**	.642**	1	**.692****
		Sig. (1-tailed)	0	0	.	**0**
		N	156	156	156	**156**
	Purchasing Intention	Correlation Coefficient	.612**	.630**	.692**	**1**
		Sig. (1-tailed)	0	0	0	**.**
		N	156	156	156	**156**
** Correlation is significant at the 0.01 level (1-tailed).						

Rqual : Review Quality Rquan : Review Quantity CA: Customer Attitude PI : Purchasing Intention

The table 4.10 is the results from the spearman correlation, which shows the correlations coefficient of the independent and dependent variables. The output shows that the spearman's rank order correlation is significant at rho N= 156 = .692 being the highest correlation number P <0,05. Indicating that the higher the customer attitude the higher the purchasing intent of the customer to buy local makeup products online.

H1: Review quantity will have positive impact the customer's purchasing intention when buying local Indonesian makeup products online

H2: Review quality will have positive impact the customer's purchasing intention when buying local Indonesian makeup products online

H3: There is positive relationship between customer attitude and purchasing intention of locally produced makeup products

After hypothesis testing, it was found that the highest correlation is shown by the H3, there is a positive relationship between customer attitude and purchasing intention of locally produced makeup products at a value of Spearman rho: .692. And the lowest spearman correlation was shown by the hypothesis H2 Review quality will have a positive impact on the customer's purchasing intention when buying local Indonesian makeup products online at a value of Spearman rho: .612.

CONCULUSION AND RECOMMENDATION

It was revealed in the results of this research that the hypothesis has been confirmed, the three independent variables have positive and significant relationship towards the dependent variables. Indicating that factors like Review Quality, Review Quantity and Customer Attitude have positive influence on the Purchasing Intention of females living in the cities of Jakarta and Bekasi. Results on the factor Customer Attitude towards locally produced makeup products were specifically higher in terms of influence towards the customer purchasing intention, implying the results support this research's objectives and previous studies hypothesis.

On the other hand the results for the factors Review Quality and Review Quantity, while Spearman Rank correlation with purchasing intention was significant, the Review quality did not exceed as higher as Review Quantity. Indicating that the female customers when purchasing makeup products online are more concerned with the number of reviews given to the product on the online shopping platform, rather than other people's review quality on the product. Furthermore this results support this research's objectives.

Recommendations

Future studies could extend the results of this study into reaching for bigger samples, as it is one of the limitations given on this research paper. Secondly the study could also emphasize

on the age variety given that in this research the age range of 18-29 was significantly higher in terms of activity in online shopping platforms and purchasing local makeup products, meaning it could identify other reasons why the customer behaviour change affected more towards certain generations compared to other generations. This study could also take an extension towards understanding why the surge of local makeup products happened only recently, how are these brands competing against the international brands that are located in the Indonesian beauty Market.

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Yönetim Kurullarını Yapay Zekayla Çeşitlendirmek: Müspet ve Menfi Yönler

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ÖZET

İnsanlık yeni bir dönemi, "dijital çağı" idrak ediyor. Dijital çağla birlikte toplumun her zerresi gibi, toplumun mühim ekonomik aktörleri olan firmalar da elbette değişiyor. Bugünlerde tartışılan konulardan bir tanesi de "Yönetim Kurulları (YK)"nı çeşitlendirmek. Şimdiye kadar YK'ları cinsiyet, yaş, eğitim, mesleki geçmiş, bağımsızlık durumları, uyruk vb. muhtelif faktörlere göre çeşitlendirmenin artı ve eksi yönleri oldukça kapsamlı biçimde tartışıldı. Öte yandan, bu noktada karşımıza yeni bir YK çeşitlendirme alternatifi çıkıyor: YK'nın mevcut doğal zekalarına (insanlara) ilaveten "Yapay Zeka (YZ)" ile çeşitlendirilmesi. Nitekim bu tercihin liderliğini yapan şirketlerden bir tanesi de Hong Kong'lu şirket "Deep Knowledge Ventures" idi. Şirket 2014 yılında YK'sına bir YZ'yi dahil etmişti. Bu bağlamda, şirketlerin YK'larında YZ'yi kullanmak bir seçenek haline gelmeye başladı. Öte yandan dijital dönüşüm yazını incelendiğinde, YK'larda YZ'nin kullanımının, müspet ve menfi yanlarıyla, kafi derecede tartışılmadığı görülmektedir. Bu manada, mevcut çalışmanın gayesi YZ'nin YK'larda kullanılmasının potansiyel avantaj ve dezavantajlarına dikkat çekerek bir tartışma ortamı yaratmaktır.
Anahtar Kelimeler: Yönetim Kurulları, Yapay Zeka, Çeşitlendirme.

Diversifying Board of Directors with Artificial Intelligence: Pros and Cons

ABSTRACT

Humanity realizes a new era, "digital one". In the digital era, every cell of society is changing radically and firms, as crucial economical actors of society, are not exceptional. As we know, one of the current debates for firms is diversification of "Board of Directors (BoDs)" of firms. Until now, pros and cons of diversification of BoDs by age, gender, education, functional background, nationality, independence of members have been discussed in a detailed way. However, a new diversification field for BoDs is emerging: Diversification of BoDs with artificial intelligence. One of the leaders in this field was Deep Knowledge Ventures, a firm operating in Hong Kong. The firm allocated a seat to "Artificial Intelligence (AI)" in 2014. In this context, diversifying BoDs with AI is becoming an alternative for firms. On the other hand, an examination of the field reveals that there is almost no detailed discussion of pros and cons of the use of AI in BoDs. Therefore, this study mainly aims to share potential advantages and disadvantages of use of AI in BoDs.
Key Words: Board of Directors, Artificial Intelligence, Diversity in Boards.

GİRİŞ

İnsanlık yepyeni bir dönemi idrak etmektedir. Bu dönem bazı düşünürler tarafından dijital çağ olarak adlandırılmaktadır. Bahsi geçen bu dijital çağın alamet-i farikası bazı teknolojiler mevcuttur. Bu teknolojilerden bir tanesi de "Yapay Zeka (YZ)"dır.

Dijital dönüşüm ve YZ üzerine yazın incelendiğinde genellikle yazının gelişmelere pozitif yakadan yaklaştığı ve hatta bazı çalışmaların bir adım daha öteye geçerek güzellemeye doğru evrildiği gözlemlenmektedir. Oysa bu yeni gelişmeye itidalli yaklaşmak hem insanlık hem de firmalar açısından sanki daha doğru gibi görünmektedir.

Diğer yakada, bilhassa "Kurumsal Yönetim (KY)" çabaları çerçevesinde "Yönetim Kurulları (YK)"nın çeşitlendirilmesi hususu bir süredir gündemi meşgul etmektedir. YK'ları çeşitlendirmenin firmaların muhtelif noktalardaki performanslarını arttıracağı umulmaktadır. Bu noktada YK'ları ne kadar ve hangi noktalarda çeşitlendirme gerektiği üzerine tartışmalar devam etmektedir. YZ'nin hayatımıza nüfuz etmesi ile birlikte çeşitlendirme tartışmasının bir ayağının da YK'larda YZ-doğal zeka aktörlerle çeşitlendirme olacağı düşünülmektedir.

Bu çalışmada, firmalarda YK'larda YZ'den faydalanma veya YK'ları YZ ile çeşitlendirmenin sadece müspet yönleri değil, potansiyel menfi yönleri de ele alınacaktır.

1. DİJİTAL DÖNÜŞÜM VE YAPAY ZEKA

Yeni bir dönemi idrak ediyoruz. Bu dönem kimi düşünürler (örneğin Leeflang vd., 2014; Acungil, 2018; Canan ve Acungil, 2018; Volgel ve Hultin, 2018) tarafından "dijital çağ" olarak adlandırılmaktadır.

Bu dönemin mühim kavramlarından iki tanesi "dijitalleşme" ve "Dijital Dönüşüm (DD)"dür. Dijitalleşme bir firmaya ya da kuruma dijital çağı müjdeleyen teknolojilerin getirilmesidir. Bu teknolojiler arasında; artırılmış gerçeklik, bulut bilişim, büyük veri, drone'lar, katmanlı üretim, kolaboratif robotlar, makine öğrenmesi, metaverse, nesnelerin interneti, sanal gerçeklik, uç bilişim, YZ, 5G vb. teknolojiler bulunmaktadır (Djuric vd., 2016; Dağlı, 2019; Greig, 2019; Kidd, 2019; Bigelow, 2020; Likens, 2020; Newman, 2020; Eryılmaz, 2021; Mishra, 2021).

Dijitalleşme ile çok karıştırılan bir kavram da DD'dir. DD de sıklıkla bir çok kişi tarafından dijital teknolojilerin ya da "enformasyon ve iletişim teknolojileri"nin (Eryılmaz, 2019) firmaya getirilmesi ve kullanılması manasında ele alınmaktadır. Öte yandan DD sadece bahsi geçen bu teknolojilerin firmaya getirilmesini değil; aynı zamanda strateji, liderlik, kültür, yapı, süreçler, ürün ve hizmetler vb. örgüt unsurlarının bu teknolojilerle uyumlu hale getirilmesini ifade etmektedir (Eryılmaz, 2021).

Yukarıda da ifade ediliği gibi DD'nin mühim teknolojik unsurlarından bir tanesi YZ'dir. YZ olduğuna göre bir de doğal zeka olmalıdır ki, bu zeka, bilinen insan zekasıdır. Öte yandan YZ ise "[d]oğal sistemlerin yapabildiği … her bilişsel etkinliği … yapay sistemlere, daha da yüksek başarım düzeylerinde nasıl yaptırabileceğimizi inceleyen bilim dalı" (Say, 2021: 81) ve bu faaliyetleri yerine getirmeye yönelik teknolojilerdir.

2. YÖNETİM KURULLARININ ÇEŞİTLENDİRİLMESİ VE YZ

KY'nin gündeme oturması ile birlikte firmalarda şeffaf, açık, hesap verilebilir ve sorumlu bir yönetim için bazı enstrümanlar önerilmektedir. Bu araçlardan bir tanesi de YK'nın muhtelif biçimlerde çeşitlendirilmesidir. YK'lar üyelerinin cinsiyetlerine, eğitimlerine, yaşlarına, mesleki kökenlerine, uyruklarına, bağımsız üye olup olmama durumlarına göre vb. çeşitlendirilebilirler (Çolakoğlu vd., 2021).

YK'nın münasip biçimde çeşitlendirilmesinin firmalara muhtelif faydalarının olabileceği düşünülmektedir. Nitekim YK'nın çeşitlendirilmesinin firmanın finansal performansını (örneğin Van Ness vd., 2010; Hamid ve Purbawangsa, 2022; Nguyen ve Huynh, 2023) ve sosyal performansını (örneğin Fernandez-Gago vd., 2016; Çolakoğlu vd., 2021) etkileyebildiği iddiası muhtelif ülkeler bağlamında yapılan çalışmalarda görgül olarak desteklenmiştir.

Dijital çağla birlikte hayatlarımıza ve haliyle iş yaşantımıza dijital teknolojiler girmeye başlamıştır. Bu bağlamda YZ'nin YK'ya dahil edilmesi ve bir anlamda YK'nın YZ ve doğal zeka bağlamında çeşitlendirilmesi bir tartışma konusu haline gelmeye başlamıştır. Konu fikirsel bir tartışmanın da ötesine geçmiş ve 2014 tarihinde bir firma YK'sında YZ'den faydalanmaya başlamıştır. Hong Kong merkezli yatırım şirketi Deep Knowledge Ventures yatırım kararlarında insan sezgilerinin payını azaltıp, daha veri temelli bir yaklaşım benimseme arzusuyla YK'sında YZ'den destek almaya başladı (Kahn, 2019).

3. YÖNETİM KURULLARINDA YAPAY ZEKALAR: MELEK Mİ YOKSA ŞEYTAN MI?

YK'ların YZ'lerle çeşitlendirilebileceği hususu konuşulmaya başlandıktan sonra, yapılan çalışmaların genelde olayın müspet boyutuna odaklandığı görülmektedir. Öte yandan, YK'larda YZ'lerin kullanımının bazı menfi yönlerinin de olması da mümkündür.

Fenomen ilk önce müspet yakadan ele alınırsa; YZ'lerin kullanımı YK'larda karar kalitesini arttıracaktır. YZ ve onu destekleyen büyük veri, nesnelerin interneti vb. teknolojiler sayesinde daha fazla veri toplanacak ve bu veri kuvvetle muhtemel bir doğal zekanın işleyebileceğinden çok daha etkin biçimde işlenip, enformasyon ve bilgiye dönüştürülebilecektir. Bu bağlamda YZ'lerin YK'lara girişi ile birlikte karar kalitesinin artması ve daha "rasyonel" kararlar alınması beklenmektedir. Bu tür bir uygulamanın beklenen bir potansiyel faydası da karar hızının artmasıdır. Normal şartlarda bir doğal zekanın veri toplama ve işleme hızı YZ'ye kıyasla oldukça yavaştır. Bu bağlamda firmaların üst yönetimlerinde YZ'lerin kullanımıyla birlikte karar hızının artacağı düşünülmektedir. Bu durumda ister istemez firmaların çevikliğine de mühim bir katkı sağlayacaktır. YZ'lerin kullanımından beklenen bir fayda da kararların daha nesnel hale gelmesidir. Doğal zekalar kararlarını alırken duygular, değerler ve belki de çıkarlar denkleme dahil olurken, YZ'ler sayesinde karar süreçlerinin daha nesnel hale geleceği umulmaktadır. Son olarak, YZ'nin bir firmanın YK'sında kullanılması, bu gelişmeden haberdar olan çevrelerde, firmanın imaj ve itibarını müspet yönde etkileyebilecektir (Leonhard, 2016; Çetinel ve Ersoy Yılmaz, 2021; Eryılmaz, 2022).

Öte yandan, YZ'nin YK'larda kullanılmasının firmaya bazı menfi etkileri de olabilecektir. Her şeyden önce henüz dijital teknolojiler çok yaygın olmadıkları için, bu tür bir teknolojiden

YK'sında istifade etmek isteyecek bir firma için başlangıç maliyetleri yüksek olacaktır (Çetinel ve Ersoy Yılmaz, 2021). İkincisi, ister YZ olsun isterse diğer dijital teknolojiler, kullanıldıkları firmalarda ister istemez güvenlik açıkları yaratacaklardır. Dolayısıyla, YK'sında kullandığı dijital teknolojilere dışarıdan ulaşım sağlandığı takdirde, firmanın en mahrem verileri açığa çıkmış olacaktır. Üçüncüsü; örgütlerin öğrenebilmesi ne kadar mühimse, unutabilmeleri de o derece önemlidir. Çünkü sıklıkla bir öğrenme süreci, eski bilgilerin ve pratiklerin ıskartaya çıkarılmasıyla, bir diğer ifadeyle unutulmasıyla başlamaktadır (Eryılmaz, 2015). Öte yandan dijital teknolojiler örgütlerin unutmasını zorlaştırıcı bir rol üstlenebilirler. YK'larda YZ'nin kullanımına dair bir diğer potansitel problem de henüz teknolojilerin etiğinin olmamasıdır. Faillik bir aktörün dönüştürücü veya değiştirici rol üstlenmesidir. Giddens'a göre bir aktör bu rolü yerine getiremez bir duruma geldiğinde faillik vasfını da kaybeder (Eryılmaz, 2015). YZ firmalarda YK'ya dahil olarak bir fail rolüne bürünürken, bu gücünü ne yönde ve nasıl kullanacağı tam bir muammadır. Bir diğer ifadeyle, YZ kararlarını alırken etik sınırlar içerisinde mi verecektir, henüz bu sorunun cevabı net değildir. İlaveten YZ'lerin YK'lara gelişi bazı doğal zeka yöneticilerin YK'lardan çıkarılması, dolayısıyla "ekonomik tekillik" tehlikesi yaratabilecektir (Leonhard, 2016; Eryılmaz, 2022). Ekonomik tekillik şu ana dek daha ziyade robotlar ve mavi yakalı doğal zekalar üzerinden tartışılırken, YZ alanındaki gelişmelerle birlikte tartışmaya beyaz yakalılar da dahil olmuştur.

SONUÇ

Yukarıda da ifade edildiği gibi, insanlık hep beraber bir dijital çağı idrak etmeye çalışmaktadır. Bu dönüşümden ister istemez toplumların mühim ekonomik aktörleri olan firmalar da etkilenmektedir. Nitekim; DD'nin muhtelif teknolojileri firmalarda yoğun biçimde kullanılmaya başlanmıştır. Bu teknolojilerin belki en önemlilerinden bir tanesi de YZ'dir. YZ'nin bilhassa YK süreçlerini etkinleştirebilecek bir araç olup olmadığı tartışılmaktadır. Öte yandan, şu ana kadar mevcut yazın daha ziyade bu alternatifin potansiyel olarak müspet sonuçlarına odaklanmıştır. Bu çalışmada, bu manada, YK'larda YZ kullanımının menfi olabilecek sonuçlarına da dikkat çekilmeye gayret edilmiştir.

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16 June 2023, Friday- SESSIONS & MODERATORS

https://l24.im/tIDC

Time	CEO Congress Zoom Meeting Channel 1 Sessions
9:00-10:00	Opening Speeches Assoc. Prof. Dr. **Duygu HIDIROĞLU – Türkiye**
10:00-11:00	Keynote Speakers Session Dr. **Rey TY**, Payap University – **Thailand**
11:00-12:00	Guest Speakers Session Assoc. Prof. Dr. **Analjyoti BASU**, Karnavati University – **India**
12:30-14:00	**Session 1** Assoc. Prof. Dr. Aliyeva Sevda Agamirza Asst. Prof. Dr Pradipta ROY
14:00-15:30	**Session 2** Asst. Prof. Dr Pradipta ROY Mr. Souvik DASGUPTA
14:00-15:30	**Session 3** Assoc. Prof. Dr. Savaş S. ATEŞ Dety NURFADILAH, MBA
15:30-17:30	**Session 4** Dr Dewi Puspaningtyas Faeni MBA MHt Fahmi Rizal
15:30-17:30	**Session 5** Prof. Roy H M SEMBEL Melinda MALAU
17:30-19:30	**Session 6** Assoc. Prof. Dr. Gülşen AKMAN Asst. Prof. Dr. Neda Nafari

17 June 2023, Saturday - SESSIONS & MODERATORS

https://l24.im/tIDC

Time	CEO Congress Zoom Meeting Channel 1 Sessions
08:30-11:30	**Session 7** Ir. Yulita Fairina Susanti MSc, Phd Dr.ant İlhan ALYAY
11:30-13:00	**Session 8** Mr. Souvik Dasgupta Drant Mehmet Metehan Çetintaş
11:30-13:00	**Session 9** Dr. Rey TY Emrah CENGİZ
13:00-14:30	**Session 10** Dr. Muhammad Zia-ur-REHMAN Dr. Melinda MALAU
13:00-14:30	**Session 11** Asst. Prof. Dr Pradipta ROY Drant Kerim KARADAL
14:30-16:00	**Session 12** Dr. Firdaus BASBETH Sugeng Riyadi
14:30-16:00	**Session 13** Lecturer Sergio Quiroga Mr. Kerim KARADAL
16:00-18:00	**Session 14** Asst. Prof. Merle Almeida Dr. Hacı Ahmet ÇAKIR
16:00-18:00	**Session 15** Dr Dewi Puspaningtyas Faeni MBA MHt Mequanint Birhan Alem (MSc, MBA)
18:00-19:30	**Session 16** Prof. Dr. Manole Cojocaru Zohaib Hassan SAIN

18 June 2023, Sunday - SESSIONS & MODERATORS

https://l24.im/tIDC

Time	CEO Congress Zoom Meeting Channel 1 Sessions
08:00-10:00	**Session 17** Dr. Muhammad Zia-ur-REHMAN Zohaib Hassan SAIN
10:00-11:30	**Session 18** Dr. Muhammad Zia-ur-Rehman Erkan TUR
11:30-12:30	**Session 19** Assoc. Prof. Dr. Analjyoti BASU Drant Kerim KARADAL
12:30-13:30	**Session 20** Dr. Ir. Amelia Naim INDRAJAYA Prof. Dr. Wiwiek M Daryanto
13:30-15:00	**Session 21** Dr. Melinda Malau, SE.,MM.,CBV.,CFRM.,CFA.,CPA Srinivas Babu RATNAM
15:00-16:30	**Session 22** Assoc. Prof. Dr. Analjyoti BASU Muhammad Zia Ur REHMAN
16:30-18:00	**Session 23** Mr. Souvik DASGUPTA Shadieva Gulnora MARDIEVNA
18.00-19.00	**Session 24** Prof. G. P. Dinesh Assoc. Prof. Dr. Esengül SALİHOĞLU
19.00-19.30	Closing Session All congress participants are required to attend this session. The best paper award will be given. **Prof.Dr. Wiwiek Mardawiyah DARYANTO** **Prof. Dr. Himmet KARADAL** **Assoc. Prof. Dr. Azer Dilanchiev** **Prof. Dr. Şevki ÖZGENER** **Prof. Dr. Remzi ALTUNIŞIK**

16 June 2023, Friday- SESSIONS & MODERATORS

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Time	CEO Congress Zoom Meeting Channel 2 Sessions
12:00-13:30	**Session 1** Assoc. Prof. Dr. Murteza HASANOĞLU Assoc. Prof. Dr. Pınar Ünal-AYDIN
13:30-15:00	**Session 2** Prof. Dr. Olcay Bige AŞKUN Assoc. Prof. Dr. Nazlı ERSOY
15:00-16:30	**Session 3** Assoc. Prof. Dr. Nebiye KONUK KANDEMİR Assoc. Prof. Dr. Halit HAMZAOĞLU
16:30-18:00	**Session 4** Assoc. Prof. Dr. Erdal ŞEN Assoc. Prof. Dr. Murat SAĞBAŞ
18:00-20:30	**Session 5** Assoc. Prof. Dr. Mehmet Veysi BABAYİĞİT Dr. Fatih İbrahim KURŞUNMADEN

17 June 2023, Saturday - SESSIONS & MODERATORS

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Time	CEO Congress Zoom Meeting Channel 2 Sessions
08:30-10:30	**Session 6** Asst. Prof. Dr. Leyla İÇERLİ Dr. Güzhan GÜLAY
10:30-12:00	**Session 7** Assoc. Prof. Dr. M. Kenan TERZİOĞLU Assoc. Prof. Dr. Arzu AKDENİZ
12:00-13:00	**Session 8** Assoc. Prof. Dr. Sevgi SÜMERLİ SARIGÜL Assoc. Prof. Vedat YILMAZ
13:00-14:00	**Session 9** Asst. Prof. Dr. Burcu ÖZGÜL Yasemin ÇAKAR
14:00-15:30	**Session 10** Prof. Dr. Mehmet ERYILMAZ Assoc. Prof. Dr. Ebru Ertürk
15:30-17:00	**Session 11** Prof. Dr. Eyüp ARTVİNLİ Assoc. Prof. Dr. Fadime DİLBER
17:00-18:30	**Session 12** Assoc. Prof. Dr. Özgür ÇARK Dr. Öğr. Üyesi Hülya ER

18 June 2023, Sunday - SESSIONS & MODERATORS

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Time	CEO Congress Zoom Meeting Channel 2 Sessions
08:00-10:00	**Session 13** Mr. Souvik DASGUPTA Assistant Professor Jobanpreet Singh
10:00-11:00	**Session 14** Prof. Dr. Ali ERBAŞI Dr. Öğr. Üyesi Aslı Çillioğlu KARADEMİR
11:00-12:30	**Session 15** Prof. Dr. Ahmet ŞENGÖNÜL Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI
12:30-13:30	**Session 16** Prof. Dr. Mehmet MARANGOZ Asst. Prof. Dr. Cüneyd İkbal SARIOĞLU
13:30-15:00	**Session 17** Prof. Dr. Orhan ELMACI Prof. Dr. M. Atilla ARICIOĞLU
15:00-16:30	**Session 18** Assoc. Prof. Dr. Mutlu UYGUN Assoc. Prof. Dr. Aynur PAŞAYEVA
16:30-18:00	**Session 19** Prof. Dr. Himmet KARADAL Dr. Öğr. Üye. Erhan HANCIĞAZ
18.00-19.00	**Session 20** Dr. Muhammet Mustafa ÜNLÜ

OPENING CEREMONY	
Friday 16 June 2023 **9:00-10:00**	Opening Speeches **Moderator:** Assoc. Prof. Dr. **Duygu HIDIROĞLU – Türkiye** **National Anthem of the Republic of Turkiye** **Speakers:** **Prof. Ir. M. Aman Wirakartakusumah,** Rector of IPMI International Business School (Sekolah Tinggi Manajemen IPMI) Dr. Amy DiMaio, Dean and Chief Academic Officer at Acacia University (United States of America) Assoc. Prof. Dr. Mehmet Naci EFE, Head of International University of Goražde (Bosnia & Herzegovina) Prof. Dr. **Farhod AHROROV,** Vice Rector of Samarkand Branch of Tashkent University of Economics, **Uzbekistan, Co-Chair** Prof. Dr. **Sergii KHOLOD,** Rector of Alfred Nobel University **Dnipro, Ukraine, Co-Chair** Prof. Dr. **Himmet KARADAL**, Bolu Abant İzzet Baysal University, **Türkiye, Co-Chair**
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Keynote Speakers Session	
Friday 16 June 2023 **10:00-11:00**	**Moderator:** Dr. **Rey TY**, Payap University – **Thailand** **Keynote Speakers:** Prof. Dr. **Siham EL-KAFAFİ**, Director of Arrows Research Consultancy, **New Zealand** Prof. Dr. **Hernán E. Gil FORLEO**, University of Buenos Aires, **Argentina** Carles Agustí I Hernàndez, International Governance Consultant & SDG Manager (Barcelona/Spain) Spain **Dr. Dewi Puspaningtyas Faeni, MBA, MHt,** Dean Faculty of Economics and Business, Universitas Bhayangkara Jakarta Raya, **Indonesia** Prof.Dr. Luís Miguel Cardoso, Polytechnic Institute of Portalegre, Portugal Dr. Maurey Bond, Vice President at Acacia University (United States of America) Dr. Ir. Firdaus Basbeth, MM., Dr. Ir. Firdaus Basbeth, MM. Universitas Binawan,Indonesia
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Guest Speakers Session	
Friday 16 June 2023 **11:00-12:00**	**Moderator:** Assoc. Prof. Dr. **Analjyoti BASU**, Karnavati University – **India** **Keynote Speakers:** Asst. Prof. Dr. **Ir. Amelia Naim Indrajaya**, MBA – Head of CSMSR, IPMI International Business School, Jakarta, **Indonesia** Dr. **Bahrullah Safi**, Vice President International Acacia University, **Arizona, USA** **Asst. Prof. Dr. Sachin GUPTA,** Mohanlal Sukhadia University Assoc.Prof. **Murteza HASANOĞLU,** Azerbaijan State Administration Academy, **Azerbaijan**
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Research Method Workshop	
Friday 16 June 2023 **12:00-12:30**	**Moderator:** Assoc. Prof. Dr. **Analjyoti BASU**, Karnavati University – **India** **Speaker:** Dr. Muhammad Zia-ur-REHMAN, Ph.D., MA Eng., MPM, MBA, M.Ed., LLB, **Malaysia** **Conceptualizing and Aligning Research for Real Life Problem Solving**
Channel Link:	***Https://l24.im/tIDC***

CEO Congress Zoom Meeting Channel 1
16 June 2023, Friday

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 1	12:30- 14:00	Moderator	Assoc. Prof. Dr. Aliyeva Sevda Agamirza Asst. Prof. Dr Pradipta ROY

1. Digital Banks' Financial Ratios Reveal The Impact of Financial Inclusions Business Model on the Banking Sector in Indonesia - **Ms. Lindawati Octaviani TAN, Prof. Dr. Ms. Wiwiek Mardawiyah DARYANTO**
2. Financial Health of PT Sido Muncul Tbk According to Altman Z-Score in the Period 2018 – 2022 - **Bernard TIMOTIUS, Prof. Ir. Roy H. M. SEMBEL, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
3. Gender aspects of the development of socio-humanitarian spheres in the Republic of Azerbaijan – Assoc. **Prof. Dr. Aliyeva Sevda Agamirza**
4. Working Capital Management and Profitability: Evidence from Europe - **PhD Student Amanj Mohamed AHMED, PhD Student Deni Pandu NUGRAHA, Mohammed Ahmed MAHMOOD, Asst. Prof. Dr. István HÁGEN**
5. The Impact of Self-identities, Perceived Country Image, and Institution Image on Intention to Choose Study Destination - **Kim Min SUK, Dr. Ir. Amelia Naim INDRAJAYA, Dr Ir Firdaus Basbeth MM**
6. Employees' Performance Enhancement Based on Collaborative E-Learning and Mediated by Training in Bank Syariah Indonesia: A Human and Organization Development Perspective - **Sri Wulandari, Dr. Dewi Puspitaningytas Faeni, S.T, Rachmat Pramukty, M.Si**

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 2	14:00- 15:30	Moderator	Asst. Prof. Dr Pradipta ROY Mr. Souvik DASGUPTA

1. Financial Growth Measurement of Robina Corporation Uses Altman Z-Score: A Case Study in the Indonesian Snack Market - **Hernandityo Yehezkiel YUNANTO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
2. Effectiveness of Project-Based Instructional Models for Shop & Store Interior Design Courses, Faculty of Art and Design Universitas Trisakti - **Dr. Asih Retno Dewanti, M.Ds, M.Pd, Resky Annisa Damayanti, S.Ds, M.Ds, Erlina Novianti, S.Sn, M.Ds, Silviana Amanda Aurelia Tahalea, S.Sn, M.Sn, Syafika Chairunnisa**
3. Aesthetics of Design and The Meaning of Cultural Acculturation in The Islamic Center Mosque in Samarinda, East Kalimantan - **Layla Nurina Kartika Iskandar, S.Ds, M.Ds, Siti Febrina Rahmadani, S.Ds, M.Ds, Retno Damayanti, S.Sn, M.Ds, Rosidianti Alifah**
4. The Antecedents of Investor Intention to Invest in the JAKARTA Cryptocurrency Market - **Mr. Fadi Rendrahadi IRAWAN, Ms. Liza Agustina Maureen NELLOH, Mrs. Cut SJAHRIFA**
5. Leadership Styles Towards Sustainability of Human Resources of an Aviation School - **Gomeriano V. AMURAO**

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 3	14:00-15:30	Moderator	Assoc. Prof. Dr. Savaş S. ATEŞ Dety NURFADILAH, MBA

1. The Effect of Perceived Emotional Support on Entrepreneurial Intention Mediated by Entrepreneurial Passion - **Justine TANUWIJAYA, Netania EMILISA, Deasy ASEANTY, Beta Oki BALIARTATI, Andreas Wahyu GUNAWAN**
2. Financial Analysis in Industry PT Telkom Indonesia - **Demmy Puspita SUGIADI, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
3. The Effect of Organizational Commitment on Individual Creativity Mediated by Organizational Citizenship Behavior and Knowledge Sharing in Indonesia Banking Industry - **Achmad RAYADI, B. Medina NILASARI, Kurniawati, Salut MUHIDIN**
4. Growth Performance Analysis for Health Insurance in Indonesia at Financial Ratio 2019-2022 Period, Case Study Pre-Pandemic and During Pandemic - **Mr. Barry AFRIANDO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
5. Pilot Perception in Flight Safety: Analysis Based on Flight Data Monitoring System - **Muhittin APAYDIN, Savaş S. ATEŞ**
6. Evaluation of Airport Emergency Management Training Materials According to the Recommendations and Requirements of International Organizations - **Mehmet Ufuk SEYHAN, Nazan GÜL, Assoc. Prof. Dr. Savaş S. ATEŞ**

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 4	15:30-17:30	Moderator	Dr Dewi Puspaningtyas Faeni MBA MHt Fahmi Rizal

1. The Mediating Effect of Perceived Organizational Support on The Influence of Authentic Leadership Toward Turnover Intention in Generation Z - **Emilani NABABAN, Dr. Ir. Amelia Naim INDRAJAYA**
2. Analysis of Customer Relationship Management (CRM) Implementation at BCA - **Mewarni Siregar, Setiyono, Dr Dewi Puspaningtyas Faeni MBA MHt**
3. Case Study at Pt. Budi Manunggal in Diy: Analysis of Supply Control of Materials and Supplemental Materials on Production Volume - **Octa Nilam Lukkita Aga, Fahmi Rizal, Dr Dewi Puspaningtyas Faeni MBA MHt**
4. Analysis of The Work from Home (WFH) Program and The HR Competencies on Employee Performance During The Covid-19 Pandemic - **Willy SANJAYA, ADHYATMA, Dewi Puspaningtyas FAENI**
5. A Bali Case Study of The Influence of Electronic Social Media on Asian Travelers' Destination Decision - **Ratih Puspitaningtyas Faeni, Faika Amanda Rahadian, Dr Dewi Puspaningtyas Faeni MBA MHt**
6. The Impact of Workload and Work Discipline on Worker Performance in Indonesia - **Ida Oetari Porrnamasasi, Evita Meinar Sirait, Dr Dewi Puspaningtyas Faeni MBA MHt**
7. The Digitalization of Marketing and Sales in the Chemical B2B Sector: Learning from Europe - **Bagas BASKORO, ST, Dr. Ir. Amelia Naim INDRAJAYA, MBA**
8. The Reinforcement of the Right To Education for Internally Displaced People in Times of Armed Conflict: A Glimpse From Indonesia's Perspective - **Dr. Jun JUSTINAR, Dr. Arlina PERMANASARI, Dr. Aji WIBOWO, Yoana Vina VALOIS, Yosefa Oktriviani MUTIARA**
9. The Effect of Using Sap in Business Intelligence - **Yohana Oktavia, Yonathan Hakim, Dr Dewi Puspaningtyas Faeni MBA MHt**

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 5	15:30-17:30	Moderator	Prof. Roy H M SEMBEL Melinda MALAU

1. The Effect of The Apprenticeship Program on The Employer's Intention to Hire SMK Graduates: As Seen in The Evidence in MM2100 Industrial Town, Bekasi - **Andrio A, Dr. Ir. Amelia Naim INDRAJAYA**
2. The Impact of Digital Transformation and Remote Work on The Performance Appraisal of the Business Service in Indonesia Following the Pandemic - **Andria Permata Veithzal, Abdur Rahman Irsyadi, Dwi Yulıstyowati, Dr Dewi Puspaningtyas Faeni MBA MHt**
3. Digital Transformation, Work From Home on The Performance of Culinary Msmes in Indonesia After the Pandemic – **Halimatussaadah, Sri Wulandari, Dr Dewi Puspaningtyas Faeni MBA MHt**
4. The Impact of Heatwaves on Food Security and The Role of International Environmental Law - **Dr. Amalia ZUHRA, Dr. Arlina PERMANASARI, Dr. Siti Hafyah IDRIS, Mr. Muhammad Falih NASYWAAN**
5. Managerial Qualities, Human Resources Renewal, Marketing Strategies, Partnership Motivation, Work Orientation, and Work Standardization, and SMES Business Resilience in the Competition: A SMES Study in Surabaya, Indonesia - **Andi SUDHANA, Basuki SUKO, Dr Dewi Puspaningtyas Faeni MBA MHt**
6. The Impact of Environmental, Social, and Governance Performance on The Financial Health and Firm Value of The Publicly Listed Firms at Indonesia Stock Exchange - **Riko RANGKUTI, Roy H. M. SEMBEL, Melinda MALAU**
7. The Effect of Tax Avoidance and Capital Structure on Firm Value (Empirical Study of Financial Companies Listed on The IDX For the 2017 – 2021 Period) - **Ruly Rakasiwi, Amor Marundha, Uswatun Khasanah**
8. Analysis of The Benefits of Financial Technology and Financial Socialization Towards Financial Behavior in Students in Surabaya Post Pandemic with Financial Literacy as The Intervening Variable - **Angelina SURYANTO, Wirawan E. D. RADIANTO**
9. The Performance of Private Equity Ownership Companies Listed in Indonesia Stock Exchange - **Yosia Kristine, Prof. Ir. MBA, Ph.D, CSA, CIB, CIIM. Roy SEMBEL, Dr. SE, MM, CPA, CBV, CFRM, CFA. Melinda MALAU**

Meeting Channel 1	Https://l24.im/tIDC		
16 June 2023 Session 6	17:30-20:00	Moderator	Assoc. Prof. Dr. Gülşen AKMAN Asst. Prof. Dr. Neda Nafari

1. Strategies to Overcome Business Transformation After Pandemic Covid-19 - **Prof. Willy Arafah, Dr. Wahyuningsih Santosa, Dr. Tiarapuspa, Jennifer Victoria Astari Haryanto, Anfat Nilaingan**
2. The Role of Talent Management in Addressing Post-Covid-19 Business Transformation – **Tiarapuspa, Deasy Aseanty, Netania Emilisa, Dita Oki Berliyanti, Harsha Danya Ibrahim**
3. British Rule and Dress Codes in India - **Mr. Partha Pramanik**
4. India's Access to Clean Energy is Dependent on Lithium - **Uki CHOWDHURY**
5. Revaluation Of India-China Relations on The Commencement of Xi Jingping's Third Term - **Uki CHOWDHURY**
6. Designing the Employer Brand Model of Insurance Companies in Order to Overcome the Challenge of Attracting and Retaining Talented and Specialized Human Resources (Qualitative Approach: Grounded Theory) - **Asst. Prof. Dr. Neda Nafari, Mohammad Hosseinpour Jomadi**
7. Portfolio Equity Flows Between Developed and Emerging Markets - **Paweł Błoński, PhD student**
8. COVID 19 and Plight of Women (With Special Emphasis on Indian Women) - **Ms. Sritama MANDAL**
9. Examination of Consumers' Choice of Cleaning Materials with Conjoint Analysis - **Assoc. Prof. Dr. Gülşen AKMAN, Tolga OFLU, Ali İhsan BOYACI**

CEO Congress Zoom Meeting Channel 1

17 June 2023, Saturday

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 7	08:30-11:30	Moderator	Ir. Yulita Fairina Susanti MSc, Phd Dr.ant İlhan ALYAY

1. Financial Performance Analysis of the Largest Clinical Laboratory in Indonesia, PT. Prodia Widyahusada, Tbk. Prior and During Pandemic Covid 19 for the periods of 2018-2022 - **Popy AGUSTINA, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
2. Financial Distress Analysis for Garuda Indonesia Uses the Altman Z-Score Method in the 2018-2022 Period - **Dian Utami WULANINGSIH, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
3. Analyzing the Return on Equity and Return on Assets to Evaluate Profit Growth at PT. Indofood Sukses Makmur Tbk. for the Period of 2016-2020 - **Santoso TJHANG, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
4. Financial Ratio Analysis of PT. Campine Ice Cream for the Years 2017 to 2020 - **Desviani Lestari Anggreini Br Surbakti, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
5. PT MD Pictures Tbk., Financial Performance Analyze from 2017-2021 Period - **Lycie JOANNA, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
6. Financial Health Analysis of PT Indo Tambangraya Megah Tbk. According to Altman Z-Score in Period of 2018 – 2022 - **Tulus SITUMEANG, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
7. Financial Performance Measurement and Analysis of the World's Biggest- Sea Freight Carrier A.P. Møller - Maersk A/S Based on The Key Financial Ratios in the Period of 2018-2022 - **Dwi Valkino SYAM, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
8. Financial Performance Analysis during 2017-2021 in Oil Production: Case Study in Indonesian Oil and Gas Industry - **Mr. Roland AP Rhamadani, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
9. Financial Performance Analysis of PT Kimia Farma Tbk (KAEF) and PT Indofarma Tbk (INAF) Year 2018- 2022 - **Muhamad Brian MAYZAN, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
10. Implementation of Islamic Economic System in Religious Education Institutions at Nurul Islam Nature School (SANI), Bekasi-Indonesia - **M.Mar, Moh. Iqbal, Prof. Dr. S.E., Ak., M.M., Wiwiek Mardawiyah Daryanto**
11. Exploring Liquidity Ratio, and Solvency Ratio at PLN Fulfills Business Continuity, Resiliency, and Sustainability - **Chandra Erick Manaek Pandapotan LUMBAN GAOL, Prof. Dr. Wiwiek Mardawiyah DARYANTO**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 8	11:30-13:00	Moderator	Mr. Souvik Dasgupta Drant Mehmet Metehan Çetintaş

1. The Business Opportunity of the Salt Industry Responding to The Market Demand In Indonesia - **Joannes Tarigan,ST, Prof.Dr.Wiwiek Mardawiyah,SE,AK,MM, Dr.Ir.Amelia Naim INDRAJAYA**
2. Analysis of Financial Performance of Mining Industry PT Antam TBK 2021-2023 - **Mario Samuel SITINJAK, Prof. Dr. Wiwiek Mardawiyah DARYANTO , Prof. Roy SEMBEL**
3. Measuring Financial and Stock Performance of Cement of Indonesia amid Competition with China Cement Produce - **Faruq HARIFSYAH, Prof. Dr. Wiwiek Mardawiyah DARYANTO, Roy SEMBEL**
4. Aesthetic Design of Malay Riau Songket - **S.Ds., M.Ds. AKKAPURLAURA, S.Ds., M.Ds. LAYLA NURINA KARTIKA ISKANDAR, S.Sn., M.Ds. EKANANDA HARIYADI, S.Sn., M.Ds. VIRGINIA SURYANI SETIADI**
5. The Development of Tourism Village Potential in Klungkung Regency, Bali Through Virtual Tour Media - **Dr., M. Ds. SANGAYU KETUT LAKSEMI NILOTAMA, Dr., M.PD. MENUL TEGUH RIYANTI, DIPL, ING, ST. ERICK TEGUH LEKSONO, M. Ds, TOMMY.H. PRIHARTANTO**
6. The Effect of Application of Information Technology, Dissemination of Tax Regulations and Public Trust on Taxpayer Compliance - **David Pangaribuan, Tutty Nuryati, Agus Wijatmoko**
7. 'The Effect of Workload And Work Environment on Employee Performance with Work Stress as a Mediating Variable. As seen in the evidence of PT Matra Perkasa Utama' - **Dr. Ir. Amelia Naim INDRAJAYA, Medyna ROESLY**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 9	11:30-13:00	Moderator	Dr. Rey TY Emrah CENGİZ

1. Gender and Power: A Focused Group Discussion - **Dr. Rey TY**
2. Political Economy of the Tourism Industry in Thailand in Current History - **Dr. Rey TY**
3. New Trend, Illegal Migration from Turkey to The USA - **Emrah CENGİZ**
4. Character Make-Up Course Development in the Faculty of Art and Desain. Universitas Trisakti - **Dr., M.PD. Menul Teguh RIYANTI, M. Ds, Agus ADHIYATAMA, M. Ds, Yosua Reydo RESPATI, Dr., M. Ds. Sangayu Ketut Laksemı NILOTAMA**
5. The Effects of product variation, price, and social media marketing communication on purchase decision through purchase intention as a mediating variable : Evidence of yogurt X at PT RND - **Sri NURFIANI, Aman WIRAKARTAKUSUMAH, Sidrotun NAIM**
6. The Impact of Television Media Advertising, Product Quality, and Price on Consumer Purchasing Decisions for Indosat Service Providers in Indonesia – **Sugiyono, Lisna Nurpida, Dr Dewi Puspaningtyas Faeni MBA MHt**
7. Intellectual Capital Determinants of Knowledge Sharing Through Organizational Capital of Village Officials in Sungai Penuh City - **Ferry Siswadhi, Mauledy Ahmad, Dr Dewi Puspaningtyas Faeni MBA MHt**
8. Analysis of Business Intelligence and Expert Systems on Utilization of Academic Information Systems at Universitas Bhayangkara Jakarta Raya, Jakarta - **Hijrah Apriyansyah, Grace Beatrix, Dr Dewi Puspaningtyas Faeni MBA MHt**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 10	13:00-14:30	Moderator	Dr. Muhammad Zia-ur-Rehman Dr. Melinda MALAU

1. The Effect of Market Risk, Market Capitalization, Bond Rating, and Profitability on the Stock Return of Companies Listed in PEFINDO Investment Grade Index 2018 – 2022 with Company Age as The Moderating Variable – **CHAIRINI, Prof. Roy SEMBEL, Dr. Melinda MALAU**
2. Do Gender Diversity and Audit Committee Size have Impact on Tax Avoidance in The Energy Sector? - **Tasya Herbert LEE, Wirawan E. D. RADIANTO**
3. Factors Influencing the Purchase Intention of Women in Jabodetabek When Purchasing Local Makeup Through Online Shops Amidst Covid-19 - **Valentina LUGO ARIAS, Ir. Sasotya PRATAMA, MTE, PMA, Ir. Tritjondro BASKORO, MSM**
4. Individual Adaptability as Mediating Variable Toward Individual Performance as The Impact of Transformational Leadership and Delegation Authority - **Teuku Yusuf, S.Si., MBA, Dr. Ir. Amelia Naim Indrajaya, MBA**
5. Effect of Green Trust as Independent Role and Green Advertisement as Moderating Role on The Purchase Intention of Paper Packaging in an Extended Theory of Planned Behaviour (TPB) - **Eko SAPUTRA, Dr. Rima AGRISTINA, Dr. Ir. Amelia Naim INDRAJAYA**
6. The Effect of Audit Quality, Audit Independence, and Audit Committee's Effectiveness on Earnıngs Management (Empirical Study of Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange in 2019 – 2022) - **Melinda MALAU, Fellicia Ross NAULY, Isti Hana SUMANTI, Dessy Yansanita SOLI**
7. Determine The Level of Information Technology Risk to Optimization Capability Services Organization Using Cobit 5 In Indonesia - **Rismawati Br Sitepu,S.Sos,MM, Ilham M. KOM, Dr. Ir. Bambang Sugiyono Agus Purwono, MSc**
8. The Influence of Innovation Capabilities and Market Response Capabilities on Supply Chain Financing Adoption Moderated by Supply Chain Integration (In the Manufacturing Industry Joined in IPOMS) - **Mrs. Tasya AMARTA, Dr. Timotius Febry CHRISTIAN**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 11	13:00-14:30	Moderator	Asst. Prof. Dr Pradipta ROY Drant Kerim KARADAL

1. The Influence of Entrepreneurial Orientation on Business Performance with Business Strategic as Moderation and Mediation - **Mrs. Adena CORDELIA, Dr. Timotius Febry CHRISTIAN**
2. Impact of Digital Transformation and Performance Appraisal Process Mediated by Employees Motivation to increase Employees Performance - **Syam BUDIMAN**
3. The Rise of Online Food Delivery Post Pandemic Covid-19 in Indonesia: An Analysis of Menu Visual Appeal and Menu Informativeness on Behavioral Intention - **Bryan David INDRAYANTO, Dewi Mustikasari IMMANUEL**
4. Factors that Affect Adoption of Fintech in Retail Industry and Its Relation to Increase Financial Performance: Evidence in Merchants Coached by Aksesmu (PT Sumber Trijaya Lestari) - **Krishna Nugraha HARISCHANDRA, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
5. Analysis of Nickel Mining Company Issuers At PT. Trimegah Bangun Persada Tbk. in Obi Island, North Maluku, Indonesia - **Jolene Marie CHOLOCK, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
6. Mapping the Use of Artificial Intelligence and the Applicability of International Humanitarian Law: 2020-2023 Literature Review - **Dr. Arlina PERMANASARI, Dr. Amalia ZUHRA, Dr. Jun JUSTINAR, Dr. Aji WIBOWO, Mr. Muhammad Falih NASYWAAN**
7. Measuring Financial Ratio Analysis on PT. Siloam Internatioal Hospitals, Tbk, Indonesia for Future Business Consideration - **Dwi Ruth KURNIASIH, Prof. Dr. Wiwiek Mardawiyah DARYANTO**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 12	14:30-16:00	Moderator	Dr. Firdaus BASBETH Sugeng Riyadi

1. Towards the Equitable Blue Economy: Quad Helix Innovation for Social Entrepreneurship - **Dr. Firdaus BASBETH, Dr. Ir. Amelia Naim INDRAJAYA**
2. A Blue approach to assessing Maritime and Fisheries Vocational Education - **Dr. Firdaus BASBETH, Sugeng Riyadi, DwiHartanto**
3. Fairness in Obtaining Repurchase Intention Through Goal Achievement - **Karunia Fransiska, Yolanda Masnita, Kurniawati, Renny Rizqiani**
4. Is Self-Service Technology Appealing for Fast-Food Consumers? - **Diena Putri Ramadhani, Kurniawati, Yolanda Masnita, B. Medina Nilasari**
5. The Effect of Artificial Intelligence on the Accounting and Financial Reporting – **Meliyani, Dr. Ir. Amelia Naim INDRAJAYA**
6. Corporate Governance and Dividend Policy in Indonesian Listed Companies - **Muhammad Risal, Farah Margaretha Leon, Kristian Chandra, Yosephina Endang Purba**
7. The Effect of Institutional Investors on the Cost of Capital Moderated by Ownership Structure of Companies in Indonesia - **Nurmila Indah Kusumawati, Farah Margaretha Leon, Yosephina Endang Purba, Kristian Chandra**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 13	14:30-16:00	Moderator	Lecturer Sergio Quiroga Mr. Kerim KARADAL

1. Drivers of Employee Entrepreneurial Intention: Evidence from DKI Jakarta - **Abdullah HANIF, Dety NURFADILAH, Liza Agustina Maureen NELLOH**
2. The Effect of Financial Ratio on Fraudulent Financial Reporting During The Covid-19 Pandemic - **Tyas Widyanti, Dr. Nurhastuty Kesumo Wardhani, Dr. Khomsiyah, Dr. Titik Aryati**
3. Enhancement of Financial Reporting Skills of Prospective Young Entrepreneurs - **Dr. Nurhastuty Kesumo Wardhani, Dr. Tiara Puspa, Dwi Hartini Rahayu, Deni Setia Wahyu**
4. How Family Business Can be Sustainable in Digital Era - **Zenda Novita, Dr. Ir. Amelia Naim INDRAJAYA, MBA.**
5. Revolutionizing Digital Transformation: The Rise of Digital Banking in Regional Banks in Indonesia - **Eka Rizki Sukmadewi**
6. Analysis of the Influence of Firm Age, Company Size, Public Ownership and Return On Investment On IPO Initial Return at the Time of the Initial Public Offering (IPO) of the Indonesian Stock Exchange (IDX) in 2019-2021 - **Louis Aldi PUTRA, Ardo Ryan DWITANTO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
7. Internationalization, Extension and Dialogical Construction of Knowledge in Latinamerica - **Lecturer Sergio Quiroga**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 14	16:00-18:00	Moderator	Asst. Prof. Merle Almeida Dr. Hacı Ahmet ÇAKIR

1. A Research on the Effect of Self-Leadership on Organizational Learning in General Aviation Companies - **Assist. Prof. Dr. Rabia YILMAZ (video da gönderdi)**
2. Diversity on Productivity: Anything For Efficiency & Effectiviness? - **Samuel PD ANANTADJAYA, Irma M NAWANGWULAN**
3. Structural Alteration in an Urban Slums of Punjab - **Asst. Prof. Dr. HARRY, Research Scholar Jashanpreet KAUR**
4. Talent Management in the Hotel Industry of Pune City: Role of Social Media and Social Media Influencers - **Asst. Prof. Merle Almeida**
5. Comparison of Demographic Characteristics of Hotel Employee with Intolerance of Uncertainty and Covid-19 Fear - **Dr. Hacı Ahmet ÇAKIR, Buse YILDIZ**
6. Development of the Creative Economy Through the Usage of New Batık Motif as Aesthetical Element of Interior Ornament - **Dr. Cama Juli Rianingrum, MSi., Dra. Atridia Wilastrina, MDs., Anita Armas, SSn., MDs., Dra. Beta Oki Baliartati, MM.**
7. Creative Business Strategy for Adapting During the Covid-19 Pandemic at the Suwatu Restaurant and Gallery Yogyakarta - **Anita Armas S.Sn., M.Ds, Dra. Woro A. Werdina, M.Ds, Charles S. Marpaung S.Sn., M.Ds, Siti Marshaula Lyravega**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 15	16:00-18:00	Moderator	Assoc. Prof. Dr. Dewi Puspaningtyas Faeni, B.Sc., MBA Mequanint Birhan Alem (MSc, MBA)

1. Environmental Knowledge and Values among High School Students - **Research Scholar Jasi ZAINAB, Assoc. Prof. Dr. Harish MITTU**
2. Effect of Flipped Classroom Model on Critical Thinking and Achievement in Social Science among High School Students - **Research Scholar Jasi ZAINAB, Assoc. Prof. Dr. Harish MITTU**
3. Social Media: Political Mobilizer To Evaluator - **Asst. Prof. Mrs. Piya Sinha**
4. Mapping Social Media in Kyrgyzstan – **Dr. Elira Turdubaeva**
5. Ethiopian Business Incubation Environment Perspectives - **Mequanint Birhan Alem (MSc, MBA)**
6. People's Republic of China's Digital Yuan (e-CNY) - **Mr. Saptak MAITRA**
7. Building Smart Cities: Technology, Education, and Inclusive Governance for Smart Communities - **Sandra COSTA**

Meeting Channel 1	Https://l24.im/tIDC		
17 June 2023 Session 16	18:00-19:30	Moderator	Prof. Dr. Manole Cojocaru Zohaib Hassan SAIN

1. Blended Learning: A New Challenge For Pakistani University Students - **Zohaib Hassan SAIN**
2. Students Assessment of Online Education During The Covid-19 Epidemic: An Analysis - **Zohaib Hassan SAIN**
3. The Gut-Brain-Skin Axis in Acne: Impact of Polenoderm - **Major Gheorghe Giurgiu, Prof. Dr. Manole Cojocaru**
4. Inclusive and Community-based approaches using in Agriculture Technology Promotion and Scaling up Lessons for People with Disable in Eastern Ethiopia - **Ibsa Aliyi Usmane, Abdulaziz Teha Umere**

CEO Congress Zoom Meeting Channel 1

18 June 2023, Sunday

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 17	08:00-10:00	Moderator	Dr. Muhammad Zia-ur-Rehman Zohaib Hassan SAIN

1. Financial Health Analysis Retail Sector Industry PT Sumber Alfaria Trijaya during Pandemic Covid-19 uses Altman Z-score in 2019 – 2021 - **Yulli Dewi INDRIASARI, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
2. Financial Health Analysis of PT Jasa Marga Tbk. According to Altman Z-Score in Period of 2018 – 2022 - **Eky KURNIAWAN, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
3. Financial Health Analysis of PT. Blue Bird, Tbk. Before and During COVID-19 Pandemic According to Altman Z-Score in Periods of 2018-2022 - **Oddy MEDRIAN, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
4. Financial Health Analysis of Tyre Industry According to Altman Z-Score in the Periods Before and After the Covid-19 Pandemic A Case Study of PT Gajah Tunggal Tbk (Gjtl), Indonesia - **Yan Irwan Antoni SARAGIH, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
5. Digital Transformation Impact on Financial Performance of Telecommunication Industry in Indonesia during and after Pandemic Covid-19 - **Feby SALLYANTO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
6. The Impact of Russia-Ukraine War on the Financial Performance of PT. United Tractors Tbk (UNTR), Indonesia for the period of 2021-2022 - **Rakhmat Dody SUDJATMIKO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
7. Liquidity and Profitability Ratio Analysis to Assess Financial Performance of PT. Adhi Karya (Persero) Tbk. during the Periods of 2017 – 2021 - **Mohammad SYAMSURRIJAL, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
8. Profitability Analysis (ROE) of PT. Campina Ice Cream, Tbk, During Covid-19 Pandemic in 2019 – 2022 – **Munaji, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
9. The Role of Obsessive Passion and Harmonious Passion on Employees' Cyberloafing: The Moderating Effect of Phychological Safety - **Dr. Nurcan KEMIKKIRAN**
10. Assessing the Financial Difficulties by Using Altman Z-Scores Method during Covid - 19 Pandemic. Evidence of PT. Japfa Comfeed Indonesia, Tbk. - **Myrza FEBI, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
11. Study of Work Motivation of Construction Support Workers That Influences on Work Productivity Viewed from Maslow's Theory (Case Study on The "Green House" Building Project in City "X") - **Mrs. Liena PRAJOGI**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 18	10:00-11:30	Moderator	Dr. Muhammad Zia-ur-Rehman Erkan TUR

1. Financial Health Analysis and Measurement of Traditional Herbal Industry in Indonesia during Pandemic Covid-19 in the Periods of 2019-2021 A Case Study of PT Sidomuncul, Tbk. - **Mindy RAHAYU, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
2. Financial Performance Analysis of Logistic and Transportation Service Company : Case Study in PT. Adi Sarana Armada Tbk - **Wimar Adi WISMONO, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
3. Financial Performance Analysis of PT. Indo Tambangraya Megah Tbk - A Coal Mining Company in Indonesia - **Raden Ayu Silvia Riani**
4. Leading Through Disruption: School Leaders' Role in Crisis Management and Recovering the XYZ School in the Post-COVID-19 Era - **Amalia Seruni Permata INTAN**
5. Analysis Financial Performance of Pt. Unilever Indonesia Tbk Before and After Economy Crisis 2017 – 2022 - **Oktafia HARINI, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
6. Functions and Responsibilities of The CEO: A Conceptual Framework - **Prof. Dr. Emet GÜREL, Res. Asst. Dr. Azra K. NAZLI, Büşra ÇETİN, Res. Asst. Dr. Neslihan Özmelek TAŞ**
7. Optimizing Efficiency and Sustainability in Aerospace Management: A Multidimensional Approach - **Erkan TUR**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 19	11:30-12:30	Moderator	Assoc. Prof. Dr. Analjyoti BASU Drant Kerim KARADAL

1. The Influence of Financial Literacy to Consumer Purchase Intention of Traditional Life Insurance Product - **Rainy Maria TUMENGKOL, Dr. Ir. Amelia Naim INDRAJAYA**
2. The Influence of Consumers Impulsive Buying Behavior on Maintaining The Sustainable Development Goals Program - **Ms. Magiana Ignasia SINAGA, Dr. Amelia Naim INDRAJAYA**
3. The Implementation of Occupational Therapy with Bros Handicrafts Approach to Enhance the Quality of Life of Elderly at X Nursing Home, Jakarta - **Reza FAHLEVI, ZAMRALITA**
4. Entrepreneurial Fund Gaps and Sector Wise Manpower Requirement in Indian Entrepreneurship:A Study - **Assoc. Prof. Dr. Analjyoti BASU, Asst. Prof. Dr. Annette Christinal**
5. Factors affecting Women Entrepreneurs in Bangladesh: A Sociological Study - **Research Scholar Mohammed Aminur RAHAMAN, Asst. Prof. Dr. Hilal Ahmad DAR**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 20	12:30-13:30	Moderator	Dr. Ir. Amelia Naim INDRAJAYA Prof. Dr. Wiwiek M Daryanto

1. The Influence of Price, Product Quality, Accessibility and Health Consciousness as a Moderating Variable on Buying Intention: Evident of Small Packaging Mixed Flour XYZ at PT. X - **Lena Nur AULANA, Aman WIRAKARTAKUSUMAH, Amelia Naim INDRAJAYA**
2. Higher Instruction Human Resources Management (HRM) Hones and Information Administration Specialist Presence - **Adi MUHAJIRIN, SUMARYONO, Dr Dewi Puspaningtyas Faeni MBA MHt**
3. The Effect of Word of Mouth and Online Reviews on Consumer Trust (Case Study in Erigo) - **Shinta Amelia Putri, Muhammad Choirudin, Naufal Yudha Irwanto**
4. Achieving Sustainability in Wood Pallet Supply Chain Management through Life Cycle Assessment - **Ms. Mutiara MIZAN, Dr. Ir. Amelia Naim INDRAJAYA**
5. A Volunteer Experience as An English Instructor: A Contribution to the Development of Madani Mental Health Care's English Affairs Division - **Zahra Maulida, Yulita Fairina SUSANTI**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 21	13:30-15:00	Moderator	Dr. Melinda Malau, SE.,MM.,CBV. Srinivas Babu RATNAM

1. A Study of Addressing Fairness and Bias in AI and ML in World Health - **Srinivas Babu RATNAM**
2. Counseling Teacher on Narrative Story Photography - **Mrs. Erlina Novianti, Ms. Syamila Tartila Sofian, Mrs. Silviana Amanda Aurelia Tahalea, Mrs. Asih Resto Dewanti**
3. Behaviour Targeted Training: Improving Employee Engagement in a Medium and Small Canadian Business - **Dr. Lee ROBERTS**
4. Can Financial Distress and Good Corporate Governance Influence Tax Aggressiveness? - **Sherlyn A.F. Saputri, Wirawan E.D. Radianto**
5. The Effect of Independent Commissioners, EVA, and ROA on Firm Value - **Jessica WIJAYA, Wirawan E. D. RADIANTO**
6. Design of Research Reporting and Data Collection Information System at Public University Using the Design Thinking Method - **Ms. Kendry Ayu LAKSANA, Ms. Ika Raharja SALIM, Dr. Wirawan E. D. RADIANTO**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 22	15:00-16:30	Moderator	Assoc. Prof. Dr. Analjyoti BASU Muhammad Zia Ur REHMAN

1. The Effect of Employee Performance Assessment on Job Satisfaction at Private University with Work Motivation as a Mediator - **Ms. Ika Raharja SALIM, Ms. Fitri Aulia RAHMA, Ms. Kendry Ayu LAKSANA, Ms. Gresi Agriany SILALAHI, Ms. Anindita Millenika SASMITA, Mr. Muhammad Imadudin IHSAN, Dr. Wirawan E. D. RADIANTO**
2. Macroeconomic Impact From 2012 to 2022 on Indonesia Composite Index Return – **Avinash, Roy SEMBEL**
3. The Influence of Digital Innovation and Population on Socioeconomic Mediated by The Environment Due to The Covid-19 Pandemic (Case Study: Dki Jakarta Province) - **Endang SUSILOWATI, Erwin Susanto SADIRSAN, Chotib**
4. The Right To Legislative Initiative Of Members Of The Parliaments Of Belarus And Poland: A Comparative Legal Analysis - **Aksana CHMYHA**
5. Development and Implementation of Vocational Awareness Program for Parents of Children with Special Needs - **Muhammad Zia Ur REHMAN, Dr. Muhammad Nadeem IQBAL, Muhammad Shokat ZAMAN**
6. Combining Skepticism with TPB to Determine Indonesians Willingness to Buy Green Cosmetics - **Nicholas Wilson, Yolanda Masnita, Angginta Zahra, Jati Kusuma Ali**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 23	16:30-18:00	Moderator	Mr. Souvik DASGUPTA Shadieva Gulnora MARDIEVNA

1. Hindustani Music: A Historical Challenge Against Orthodoxy - **MA Student Ms. Srijayee DAS**
2. Revisiting Bengal Subah Under Murshild Quli Khan and His Family - **Mr. Swapnava Mallick**
3. Commercialization of Education - **Mrs. Soma ROY, Mr. Souvik DASGUPTA**
4. Role of Social Media in Elections : A Review - **Mr. Dhrubajyoti THAKURIA, Dr. Payel Chaudhuri, Dr. Gobinda DEKA**
5. Educational Perspectives in Social System: Foucault Effect - **Ms. Mrittika DAS**
6. Service Industry and Regional Development - **Shadieva Gulnora MARDIEVNA, Kuvandikov Shukhrat OBLOKULOVICH, Pardayeva OZODA**
7. The End Game - **Ms. Arna BHATTACHARYA**

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Session 24	18.00- 19.00	Moderator	Prof. G. P. Dinesh Assoc. Prof. Dr. Esengül SALİHOĞLU

1. Brain Drain and Its Repercussions on the Needs of the Palestinian Labor Market: A Study of Causes and Consequences of Migration Among Educated Youth - **Ms. Manal HAMARSHA**
2. Kids As Target Market based on their buying habits: A Case Study of Generation Alpha in India - **Prof. G. P. Dinesh, Assoc. Prof. Dr. Divyabharathi**
3. Harmonization Process of Turkey's Waste Management with European Union: An Econometric Analysis - **Dr. Nadira SEYIDOVA, Asst. Prof. Dr. İmren ALAKUŞ, Assoc. Prof. Dr. Esengül SALİHOĞLU**
4. Fashion Psychology and Colors and their Impact on Purchase of Apparels in India - **Prof. G. P. Dinesh, Assoc. Prof. Dr. Divyabharathi**
5. The Role of the University in the Government Program for the Integral Transformation of Neighborhoods: the Cuban Case - **Dr. C Niurka Tellez Rodríguez. P.T**

CEO Congress Zoom Meeting Channel 2
16 June 2023, Friday

Meeting Channel 2	Https://l24.im/jDMZ2Or		
16 June 2023 Session 1	12:00- 13:30	Moderator	Assoc. Prof. Dr. Murteza HASANOĞLU Assoc. Prof. Dr. Pınar Ünal-AYDIN

1. When Does Abusive Supervision Result in Intention to Leave? The Role of Positive and Negative Social Network Ties - **Asst. Prof. Dr. Meral KIZRAK**
2. The Humor of Inexplicable Things: A Qualitative Comparison Between Meme Marketing and Viral Marketing - **Master's Student Oğulhan BİLECEN, Assist. Prof. Dr. Nur ÖZER CANARSLAN**
3. Associations of Metacognition and Internet Gaming Disorder Among University Students in Bosnia and Herzegovina - **Assoc. Prof. Dr. Pınar Ünal-AYDIN, MSc. Lejla M. BAŞER, Ms. Zehra BOZKURT, Ms. Neda AKKUL, Ms. Ayşe KANÇELTIK, Mr. Çelebi H. HOCA, Mr. Mirza ABDIC, Assoc. Prof. Dr. Orkun AYDIN**
4. Digitalization Communication in Business Entrepreneurship and Leadership - **Instructor Sadriye Pelin OZKUZEY**
5. The Impact of Corporate Social Responsibility (CSR) on Firm Value: The Role of Employees Awareness - **PhD.c. Dafina ABDULLAHU**
6. The Role of Digitalization in Public Administration of The Republic of Azerbaijan - **Assoc. Prof. Dr. Murteza HASANOĞLU, Sara MAHMUDOVA**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
16 June 2023 Session 2	13:30- 15:00	Moderator	Prof. Dr. Olcay Bige AŞKUN Assoc. Prof. Dr. Nazlı ERSOY

1. Ekonomik Krizlerin Akdeniz Ülkelerindeki Sürdürülebilirliğe Etkisi: Havacılığa İlişkin Bir Vaka Çalışması - **Ayşe SUSUZ, İlinay GÜLLÜ, Sevim YILMAZ**
2. Bir Tekno-Kültür Aracı Olan Drone Kameraların Haberde Kullanımı: NTV Örneği - **Prof. Dr. Deniz YENGİN, Arş. Gör. İrem YENİCELER KORTAK**
3. Mevduat Bankalarının Kurumsal Sürdürülebilirlik Performanslarının LOPCOW-RSMVC Modeli ile Ölçülmesi - **Assoc. Prof. Dr. Nazlı ERSOY**
4. Girişimcilik Başarısızlığının Belirleyicileri ve Sonuçları Üzerine Bir Araştırma - **Arş. Gör. Sinan CEYHAN, Prof. Dr. Olcay Bige AŞKUN**
5. Osmanlı Devleti Toprak Rejiminin 19. Yüzyıldaki Dönüşümü - **Dr. Elif YEŞİLTEPE TURŞUCU**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
16 June 2023 Session 3	15:00- 16:30	Moderator	Assoc. Prof. Dr. Nebiye KONUK KANDEMİR Assoc. Prof. Dr. Halit HAMZAOĞLU

1. Kavramsal Açıdan "Kozmopolitan Yurttaşlık" Tartışmaları - **Assoc. Prof. Dr. Nebiye KONUK KANDEMİR, Kerem VARDAR, Onur NAKKAŞ, Özge ÖZDEMİR**
2. KOBİ Çalışanlarında Toksik Duygu Deneyimlerinin Duygusal Bağlılığa Etkisi - **Asst. Prof. Dr. Mehmet Ali TAŞ**
3. Türkiye'de Toplumsal Cinsiyet Algısının İncelenmesi - **Assoc. Prof. Dr. Ayhan BABAROĞLU, Asst. Prof. Dr. Derya Yüksel KOÇAK**
4. Zengezur Koridoru'nun Bölgesel İş birliği ve İstikrar Açısından Önemi - **Assoc. Prof. Dr. Halit HAMZAOĞLU**
5. Cumhuriyetin 100. Yılında Kuruluş Felsefesi Bağlamında Türkiye'de Demokrasi - **Dr. Öğretim Üyesi Ahmet Bora TARHAN**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
16 June 2023 Session 4	16:30-18:00	Moderator	Assoc. Prof. Dr. Erdal ŞEN Assoc. Prof. Dr. Murat SAĞBAŞ

1. Girişimciliğin Dijitalleştirilmesi - **Assoc. Prof. Dr. Murat SAĞBAŞ, Res. Asst. Fahri Alp ERDOĞAN**
2. Bankalarda Denetim ve Risk Komiteleri Etkinliğinin Kurumsal Yönetim Raporlarına Etkisi: BİST'te Bir Uygulama - **Assoc. Prof. Dr. Kadir GÖKOĞLAN, Dr. Nazan GÜNGÖR KARYAĞDI**
3. Bulut Muhasebesi: Finansal Yönetimde Dijital Dönüşümün Anahtarı - **Dr. Öğr. Üyesi Ömer Burak PAKSOY**
4. Çalışan Yoksulluğu Durumu ile Örgütsel Vatandaşlık Davranışı Arasındaki İlişkide İş Güvencesizliğinin Aracılık Rolü - **Res. Asst. Alihan PASİN, Assoc. Prof. Dr. Erdal ŞEN**
5. Değişim Yönetimi Uygulamalarında Değişim Ajanlarının Rolü - **PhD C. Orkun ARK, Assoc. Prof. Dr. Erdal ŞEN**
6. Sürdürülebilir Kalkınmanın Faktörleri Olarak Demografik Göstergeler ve Kaynak Yönetiminin Verimliliği - **PhD student Shovkat MUSTAFAZADA**
7. Effect of Activity-Based Teaching Methodology on Academic Performance of Slow Learners at Primary Level - **Muhammad Shokat ZAMAN, Dr. Muhammad Nadeem IQBAL, Muhammad Ajmal YAQOOB**

Meeting Channel 2	Onsite		
16 June 2023 Session 5	18:00-20:30	Moderator	Assoc. Prof. Dr. Mehmet Veysi BABAYİĞİT Dr. Fatih İbrahim KURŞUNMADEN

1. Konya'da Faaliyet Gösteren Banka Çalışanlarının Algılamış Oldukları Örgütsel Adalet Düzeyi - **Dr. Fatih İbrahim KURŞUNMADEN**
2. How did Language Originate? Needs Analysis for Language and the Birth of Language Globally - **Prof. Dr. Umut BALCI, Assoc. Prof. Dr. Mehmet Veysi BABAYİĞİT**
3. Investigating the Role of Communicative and Cultural Topics on the Conversational Skills of EFL (English as a Foreign Language) Learners: A Case of Prep School Students - **Assoc. Prof. Dr. Mehmet Veysi BABAYİĞİT, Prof. Dr. Umut BALCI**
4. Sürdürülebilirlik Raporlaması ve Gelişmiş Ülke Uygulamaları: Bir Karşılaştırma Çalışması - **Assoc. Prof. Dr. Abdurrahman GÜMRAH**
5. Fiscal Policy and Impact of Taxes on The Economy - The Case of Kosovo and The Countries of The Western Balkans - **Prof. ass. dr. Agim Berisha**

CEO Congress Zoom Meeting Channel 2

17 June 2023, Saturday

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 6	08:30- 10:30	Moderator	Asst. Prof. Dr. Leyla İÇERLİ Dr. Güzhan GÜLAY

1. Yengeç Sepeti Sendromu: Başarıya Karşı Kıskançlık ve Aşağı Çekme Eğilimleri - **Asst. Prof. Dr. Leyla İÇERLİ, Dr. Gül BİLEN**
2. Entropi Temelli Topsis Yaklaşımı ile Avrupada Bulunan Havaalanlarının Hizmet Kalitesinin Değerlendirmesi: Covid Öncesi ve Sonrası- **Beste Başak HORASAN, Dr. Öğr. Üyesi Eda ÇINAROĞLU**
3. Havayolu İşletmelerine Ait Covid-19 Güvenlik Performanslarının Çok Kriterli Karar Verme Yöntemleri ile Analizi - **Burak KARADAĞ, Dr. Öğr. Üyesi Eda ÇINAROĞLU**
4. Tick Size and Liquid Stocks: Evidence from an Unusual Natural Experiment - **Dr. Güzhan GÜLAY, Yaşar ERSAN**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 7	10:30- 12:00	Moderator	Assoc. Prof. Dr. M. Kenan TERZİOĞLU Assoc. Prof. Dr. Arzu AKDENİZ

1. Dijitalleşme ve Dijital Vatandaşlık - **Assoc. Prof. Dr. M. Kenan TERZİOĞLU, Mehmet Ali YÜCEL**
2. Dijital Dönüşüm Sürecinde E-Devlet Bilgi Güvenliği Risk Analizi - **Assoc. Prof. Dr. M. Kenan TERZİOĞLU, Aysu YAŞAR**
3. Ölçek Geliştirme ve Doğrulama - **Assoc. Prof. Dr. M. Kenan TERZİOĞLU, Asst. Prof. Dr. Süreyya TEMELLİ, Mehmet Ali YÜCEL**
4. Presenteeism ve İş Tatminine İlişkin (Web of Science ve Scopus) Yapılan Çalışmaların Bibliyometrik Analizi – **Kadriye KUBAT, Çağla Aslı GÜLDURAN, Assoc. Prof. Dr. Arzu AKDENİZ**
5. Örgütsel Bağlılık ve İş Performansına İlişkin (Web of Science ve Scopus) Yapılan Çalışmaların Bibliyometrik Analizi - **Gamze TARIM, Assoc. Prof. Dr. Arzu AKDENİZ**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 8	12:00- 13:00	Moderator	Assoc. Prof. Dr. Sevgi SÜMERLİ SARIGÜL Assoc. Prof. Vedat YILMAZ

1. Dünyanın En İşlek 10 Havalimanının Entropi Temelli TOPSIS Yöntemi ile Operasyonel ve Finansal Kıyaslanması - **Selcan COŞKUN, Dr. Öğr. Üyesi Eda ÇINAROĞLU**
2. Investigation of the Factors Affecting the Performance of Global Cities with CRITIC Method - **Assoc. Prof. Dr. Sevgi SÜMERLİ SARIGÜL, Esra YAŞAR, Lec. Dr. Pınar AVCI**
3. How do Climate Policy Uncertainty, Financial Market and Financial Institution Development Influence CO2 Emissions in China? - **Assoc. Prof. Dr. Sevgi SÜMERLİ SARIGÜL, Lec. Dr. Pınar AVCI, Prof. Dr. Betül ALTAY TOPÇU**
4. The Effect of Workplace Envy on Organizational Identification with the Moderator Effect of Self-Efficacy - **Asst. Prof. Esra Çınar**
5. Tarihi ve Kültürü ile Şam'ın İslam Kenti Kavramına Kattıkları Üzerine - **Assoc. Prof. Vedat YILMAZ, Dokt. Ozan GERÇEKER**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 9	13:00- 14:00	Moderator	Asst. Prof. Dr. Burcu ÖZGÜL Yasemin ÇAKAR

1. Örgütsel İkiyüzlülük: Betimsel İçerik Analizi - **Asst. Prof. Dr. Mesut ÖZTIRAK**
2. Yeşil Öz-Yeterlilik ve Yeşil İnsan Sermayesi Rekabet Avantajı Sağlar Mı? - **Asst. Prof. Dr. Burcu ÖZGÜL**
3. Leyla Erbil'in Tuhaf Bir Kadın Adlı Eserinde "Din Ve Kimlik" Algısı - **Duygu KARAKAŞ AYDIN**
4. Sosyal Medyanın Kriz Dönemleri Bağlamında İncelenmesi: 6 Şubat 2023 Kahramanmaraş Depremi Paylaşımlarının Analizi - **Sefa HARRANOĞLU, Prof. Dr. Deniz YENGİN**
5. Yapay Zeka Ekseninde Robot Gazeteciliğinin İncelenmesi: ChatGPT Örneği - **Prof. Dr. Deniz YENGİN, Yasemin ÇAKAR**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 10	14:00- 15:30	Moderator	Prof. Dr. Mehmet ERYILMAZ Assoc. Prof. Dr. Ebru Ertürk

1. "Kendini Kopyalamak": Türk Yükseköğretim Sisteminde Mülteci Akademisyenler Vakası - **Prof. Dr. Mehmet ERYILMAZ**
2. Yönetim Kurullarını Yapay Zekayla Çeşitlendirmek: Müspet ve Menfi Yönler - **Prof. Dr. Mehmet ERYILMAZ**
3. Dijital Dünyanın Dijital Meslekleri İçinde Sosyal Medya Mesleklerinin Yeri: Sosyal Medya Meslekleri Gelecek Vadediyor mu? - **Assoc. Prof. Dr. Ebru Ertürk, Assoc. Prof. Dr. Meral Erdirençelebi**
4. Dijital Dönüşüm Sürecinde Uzaktan Çalışma ve Esnek Çalışma - **Dr. Hülya ATEŞOĞLU**
5. Diplomasinin Dönüşümü Dijital Diplomasi: Türkiye ve Dünyadan Örnekler - **Assoc. Prof. Dr. Fadime DİLBER**
6. Coğrafya Eğitiminde Dijitalleşme - **Arş. Gör. Dr. Leyla DÖNMEZ, Prof. Dr. Eyüp ARTVİNLİ**
7. Katılım Bankacılığında Dijital Dönüşüm - **Öğr. Gör. Murat ER, Dr. Öğr. Üyesi Hülya ER, Prof. Dr. Remzi ALTUNIŞIK**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 11	15:30- 17:00	Moderator	Prof. Dr. Eyüp ARTVİNLİ Assoc. Prof. Dr. Fadime DİLBER

1. Siyasi Kamuoyu Araştırmalarının Seçmen Tercihleri Üzerine Etkisi: Karaman İli Örneği - **Assoc. Prof. Dr. Fadime DİLBER**
2. 6. Sınıf Sosyal Bilgiler Dersi Öğretim Programında Yer Alan Kazanımların Project Lily Pad Oyununa Göre Analizi - **Arş. Gör. Dr. Leyla DÖNMEZ, Prof. Dr. Eyüp ARTVİNLİ**
3. Sosyal Bilgiler Dersinde Oyunlaştırma: Kazanımların MineCraft Oyununa Göre Nasıl Analizi - **Prof. Dr. Eyüp ARTVİNLİ, Arş. Gör. Dr. Leyla DÖNMEZ**
4. Uluslararası Coğrafya Olimpiyatlarının 21. Yüzyıl Becerileri Açısından Analizi - **Prof. Dr. Eyüp ARTVİNLİ, Arş. Gör. Dr. Leyla DÖNMEZ**
5. Afetlerde Koordinasyon ve Kriz İletişiminin Rolü:6 Şubat Kahramanmaraş Depremleri Örneği - **Dr. Öğr. Üyesi Mevlüde Canan CAN**
6. Hofstede Kültür Boyutları Bağlamında İnsan Kaynakları Yönetimi Açısından ABD-Türkiye Karşılaştırılması - **Prof. Dr. Gönen İlkar DÜNDAR, Öğr. Gör. Rahile GÜRAN**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
17 June 2023 Session 12	17:00-18:30	Moderator	Assoc. Prof. Dr. Özgür ÇARK Dr. Öğr. Üyesi Hülya ER

1. Yönetim Alanında Metaverse - **Assoc. Prof. Dr. Özgür ÇARK**
2. Örgütsel Sağlık Alan Yazın İncelemesi - **Assoc. Prof. Dr. Özgür ÇARK**
3. Bilgelik Modelleri Örgütsel Bilgeliği Açıklayabilir mi? Bilgelik Modelleri Üzerine Bir İnceleme - **Dr. Muhammet Ali ÇELEBİ**
4. Osmanlı Dönemi Trabzon'da Nafaka Uygulaması (1703-1738) - **Dr. Öğr. Üyesi Fatih ÇİÇEK**
5. Afet Tahvilleri Üzerine Bir İnceleme - **Dr. Öğr. Üyesi Hülya ER, Prof. Dr. Remzi ALTUNIŞIK**

CEO Congress Zoom Meeting Channel 2

18 June 2023, Sunday

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 13	08:00- 10:00	Moderator	Mr. Souvik DASGUPTA Assistant Professor Jobanpreet Singh

1. Advertisements and its Social Effects on Society - **Rima BOSE**
2. Colonialism Through Education: A Case Study of How the British Raj Colonized India by Colonizing the Minds of the Indians - **Ms. Bidisha HALDER, Mr. Souvik DASGUPTA**
3. Indo-Pacific a Geopolitical construct: A Maneuvering ground for International and Regional Powers - **Assistant Professor Jobanpreet Singh**
4. Popularizing Science in Assam: From Arunodoi to Bigyan Jeuti - **Sukalyan GAIN**
5. The Role of Talent Management in Addressing Post Covid 19 Business Transformation - **Tiarapuspa, Deasy Aseanty, Netania Emilisa, Dita Oki Berlyanti**
6. Architectural Photography of Mughal Architechture Characteristic in India - **Mrs. Silviana Amanda Aurelia Tahalea, Mrs. Erlina Novianti, Ms. Ferenanda Aurarietha Wendina, Mrs. Asih Resto Dewanti, Mr. FX. Damarjati**
7. Analysis of Regional Financial Performance Before and During the COVID-19 Province - **Agustina SUPARYATİ, Tri KUNAWANGSİH, Khristina CURRY, Scylla LEVİATHAN**
8. The effect liquidity, profitability and leverage on the IPO in IDX Period 2020 -2021 - **Tri KUNAWANGSIH, Khristina CURRY, Abdul Ghafar ISMAIL, Sarkia Adelia LUKMAN**
9. The impact of profitability, operational Cost and Size on Corporate Income Tax Expenses in Food and Beverage Sector - **Tri KUNAWANGSIH, Masfar GHAZALİ, Abdul Ghafar ISMAİL, Innocentia Pintauli SİMAREMARE**
10. Maritime Sector for National Economy (Competitiveness) Through Connectivity: A Systematic Literature Review Analysis - **Muhammad Zilal HAMZAH, Eleonora Sofilda, Eferedo**
11. Determinants of that Initial Public Offering in the IDX Period 2020-2021 - **Tri KUNAWANGSIH, Agustina SUPARYATI, Abdul Ghafar ISMAİL, Evander SLAMET**

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18 June 2023 Session 14	10:00- 11:00	Moderator	Prof. Dr. Ali ERBAŞI Dr. Öğr. Üyesi Aslı Çillioğlu KARADEMİR

1. Yeşil Entelektüel Sermaye Ölçeğinin Türkçe'ye Uyarlanması ve Türk İmalat İşletmelerinin Yeşil Entelektüel Sermaye Olgunluk Düzeylerinin Belirlenmesi - **Prof. Dr. Ali ERBAŞI**
2. İşte Mutluluk ve Paternalist Liderlik: Kültür Kayıp Halka mı? - **Dr. Öğr. Üyesi Aslı Çillioğlu KARADEMİR**
3. Seçmen Profiline Kısa Bir Bakış - **Dr. Mukadder GÜNERİ**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 15	11:00- 12:30	Moderator	Prof. Dr. Ahmet ŞENGÖNÜL Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI

1. Dinamik Fiyatlandırmada Fiyat Adalet Algısının Tekrar Satın Alma Niyetine Etkisi: Tatil Rezervasyon Sitelerini Kullananlar Üzerinde Bir Araştırma - **Kader GÜLSEVER, Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI**
2. Sürdürülebilir Turizm Üzerine Bir Literatür Taraması - **Kader GÜLSEVER, Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI**
3. Tüketici ve Üretici Fiyat Endekslerinin Kisa ve Uzun Dönem Analizi: Türkiye Örneği - **Nazım Kerim KANAD, Prof. Dr. Ahmet ŞENGÖNÜL**

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18 June 2023 Session 16	12:30- 13:30	Moderator	Prof. Dr. Mehmet MARANGOZ Asst. Prof. Dr. Cüneyd İkbal SARIOĞLU

1. Hedonik Tüketim Davranışının Hediye Alma Davranışına Etkisi - **Asst. Prof. Dr. Cüneyd İkbal SARIOĞLU**
2. İnsan Kaynakları Yönetiminde Milli-Manevi Yaklaşımların Yeri Ve Rolü - **Parviz RUSTAMOV HACI OĞLU**
3. Yöneticilerin Sahip Olduğu Mükemmeliyetçi Kişilik Özellikleri ile Psikolojik Sağlamlık Düzeyleri Arasındaki İlişkiye Yönelik Bir Araştırma - **Çağatay SÜKAN, Uzm. Klinik Psk. Merve TOKGÖZ, Prof. Dr. Gönen İlkar DÜNDAR**
4. Covid-19 Pandemisinin Küresel Ekonomiye Etkileri - **Prof. Dr. Mehmet MARANGOZ, Deniz SARAÇ**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 17	13:30- 15:00	Moderator	Prof. Dr. Orhan ELMACI Prof. Dr. M. Atilla ARICIOĞLU

1. Kurumsal Yönetimin Entegre Raporlamanın Kalitesi Üzerindeki Etkisi - **Prof. Dr. Orhan ELMACI, Ahmed JALAWI**
2. Entelektüel Sermayenin Firma Performansı Üzerindeki Etkisi - **Prof. Dr. Orhan ELMACI, Gürbüz Onur GÜLBAHAR**
3. Toplum 5.0 Perspektifinden Sürdürülebilirlik - **Öğr. Gör. Dr. Ebru DEMİREL, Prof. Dr. M. Atilla ARICIOĞLU**
4. Halkla İlişkiler ve Siyasal Propaganda Bağı - **Öğr. Gör. Deniz AKIN**
5. The Adoption, Implementation and Disruption Paterns of New Organizational Forms and Practices in Organizations: A Longititudinal Analysis - **Phd(c.) İlhan ALYAY, Prof. Dr. Bilçin Tak MEYDAN**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 18	15:00- 16:30	Moderator	Assoc. Prof. Dr. Mutlu UYGUN Assoc. Prof. Dr. Aynur PAŞAYEVA

1. Dijital Toplum Sığınağı Olarak Sosyal Medya Kullanıcı Deneyimleri - **Assoc. Prof. Dr. Mutlu UYGUN, Res. Asst. Ebru GÜNER**
2. Yükseköğretimde Öğrenci Sadakati ve Ağızdan Ağıza İletişim Eğiliminde Üniversite Deneyiminin Rolü: Kent Deneyimlerinin Düzenleyici Etkisi - **Assoc. Prof. Dr. Mutlu UYGUN, Res. Asst. Ebru GÜNER**
3. Dede Ömer Rûşenî`nin Dini-Felsefi Görüşleri ve "Miskinliknâme"de Ahlakî-Didaktik Motifler - **Assoc. Prof. Dr. Aynur PAŞAYEVA**
4. Türkiye'de 10. ve 11. Kalkınma Planları Çerçevesinde Yeşil İş ve Yeşil İstihdam Politikalarına İlişkin Çıkarımlar - **Dr. Öğr. Üyesi İrfan ERSİN**
5. Dünya Tarihi Üzerinden Bir Düşünce Pratiği: Medeniyet Kavramını Sorunsallaştırmak - **Öğr. Gör. AHMET ÖZDEMİR**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 19	16:30- 18:00	Moderator	Prof. Dr. Himmet KARADAL Dr. Öğr. Üye. Erhan HANCIĞAZ

1. Takıntılı Tutkulu Liderlik ve Öz-Yeterlik İlişkisinde Duygusal Tükenmişliğin Rolü - **Dr. Yasemin GÜLBAHAR, Prof. Dr. Himmet KARADAL**
2. Bir İletişim Aracı Olarak Meslek Yeminleri (Occupational Oaths as a Communication Instrument) - **Dr. Öğr. Üye. Erhan HANCIĞAZ**
3. Duygusal Zekâ ve Girişimcilik Niyeti: Yaşam Tatmininin Aracılık Rolü - **Dr. Buket SEZER, Dr. Öğr. Üyesi, B. Dilek ÖZBEZEK**
4. Turizm Sektöründe Kadın Girişimciliği ve İnovasyon: Somelyer Örneği - **Araş. Gör. Gökçe Yasemin ERSÖZ**

Meeting Channel 2	Https://l24.im/jDMZ2Or		
18 June 2023 Session 20	18.00- 19.00	Moderator	Dr. Muhammet Mustafa ÜNLÜ

1. Çağdaş Türk Sanatında Orta Asya Türk İmge ve Motiflerinin Kullanımında Hüsamettin Koçan'ın Yeri ve Önemi - **Dr. Muhammet Mustafa ÜNLÜ**
2. Francis Bacon'un Düşüncesinde Estetik Yansımalar - **Dr. Muhammet Mustafa ÜNLÜ**

6th CEO Congress English Channel
18 June 2023, Sunday

Meeting Channel 1	Https://l24.im/tIDC		
18 June 2023 Closing Session	19.00- 19.30	Moderator	Prof.Dr. Wiwiek Mardawiyah DARYANTO Prof. Dr. Himmet KARADAL Assoc. Prof. Dr. Azer Dilanchiev Prof. Dr. Şevki ÖZGENER Prof. Dr. Remzi ALTUNIŞIK

Closing Session
All congress participants are required to attend this session.
The best paper award will be given.

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