



COMMUNICATION ECONOMICS ORGANIZATION

6-7 December 2025 - Karachi, Pakistan



ABSTRACT BOOK

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EDITORS

Prof.Dr. Shahida SAJJAD

Kerim KARADAL

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International CEO

(Communication, Economics, Organization)

Social Sciences Congress

ABSTRACT E-BOOK

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**Prof.Dr. Shahida SAJJAD
Kerim KARADAL**

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International CEO (Communication, Economics, Organization) Social Sciences Congress

Presentation

We are delighted to introduce **Metropolitan University Karachi in Pakistan (Host University for 12th CEO Congress)**, Polytechnic Institute of Portalegre, Ghazi University, Esil University, Acacia University, IPMI International Business School, Mohanlal Sukhadia University, Samarkand Branch of Tashkent University of Economics, International Vision University, Alfred Nobel University, Nişantaşı University, University of Prizren, Cyprus West University, Ciputra University, Universitas Dirgantara Marsekal Suryadarma, EconSciences, ACMIT, NCM Publishing, Insec, CEO Tekmer, Ostim Technical University, Trisakti University and Mardin Artuklu University served as the vehicle of dissemination for a showpiece of articles at the **International CEO (Communication, Economics, Organization) Social Sciences Congress (CEO SSC 2025, Karachi, Pakistan)** that was held online and offline on **6-7 December 2025**. 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.

2025 Int. CEO Congress takes place with the participation and contributions of **306 academics from 30 countries: Argentina, Azerbaijan, Burkina Faso, Cameroun, Canada, Democratic Republic of the Congo Ethiopia, Greece, India, Indonesia, Iran, Kazakhstan, Mali, Morocco, New Zealand, Nigeria, Pakistan, Philippines, Poland, Portugal, Romania, Saudi Arabia, Spain, Thailand, Togo, Türkiye, Ukraine, United Kingdom, United States of America, Uzbekistan.**

It is a great privilege for us to present the Abstract Book of **CEO SSC 2025** 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 **103 different institutions or universities**. The 2 days long conference gathered close to **306 national and international attendees** to enliven a constellation of contributions. **142** papers of the **191** papers approved to present at the congress are outside of Türkiye. **64% of the papers presented at the congress are from outside Türkiye**. Best paper awards were issued to distinguished papers.

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 and the reviewers**, 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

6-7 Aralık 2025 tarihlerinde "**12. Uluslararası CEO İletişim, Ekonomi ve Organizasyon Sosyal Bilimler Kongresi**" **Pakistan'da Metropolitan University Karachi** ev sahipliğinde Polytechnic Institute of Portalegre, Ghazi University, Esil University, Acacia University, IPMI International Business School, Mohanlal Sukhadia University, Samarkand Branch of Tashkent University of Economics, International Vision University, Alfred Nobel University, Nişantaşı Üniversitesi, University of Prizren, Cyprus West University, Ciputra University, Universitas Dirgantara Marsekal Suryadarma, EconSciences, ACMIT, NCM Yayınevi, Insec, CEO Tekmer, Ostim Teknik Üniversitesi, Trisakti University and Mardin Artuklu Üniversitesi iş birliği ile düzenlenmiştir.

12. CEO Kongre'de, Afghanistan, Albania, Algeria, Argentina, Australia, Azerbaijan, Burkina Faso Cameroun, Ethiopia, Georgia, Ghana, India, Indonesia, Kenya, Kosovo, Kyrgyzstan, Mali, Morocco, New Zealand, Nigeria, North Macedonia, Oman, Pakistan, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, Spain, Thailand, Türkiye, Ukraine, United Kingdom, United States of America, Uzbekistan and Vietnam gibi **30 ülkeden ve 103 kurum/üniversiteden 306 akademisyen** tarafından hazırlanan **150 bildiri** sunulmuştur ve 142 adedi bu kitapta yer almıştır.

12. CEO Kongre'ye 191 bildiri özeti gönderilmiş, editör ve hakem süreçlerinden sonra bunlardan **179 tanesi sözlü sunuma kabul edilmiş, ancak 21 oturumda 150 bildirinin sunumu** gerçekleşmiştir. Sunulan bildiriler, **978-625-96723-1-1** ISBN'li bu e kitapta yayımlanmaktadır. Belirtilen tarihe kadar **kongre sitesine yüklenen tam metin bildiriler** ise, **yazarın tercihinə, 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. Bilgi verilmediği takdirde tam metin kitabında yayımlanacaktır.

Kongrede sunulan **142 bildirinin 51'i Türkiye ve 91'i yurt dışındandır**. Yayımlanan **bildirilerin %64'ü Türkiye dışındandır. Önceki Uluslararası CEO Kongre'lerde olduğu gibi 12. Uluslararası CEO Kongre'de de bildiri özet kitabında yabancı oranı %50'den fazladır.**

Onaylı ve yayımlanan **142 bildiriden üçü Türkiye'den ve üçü yurt dışından olmak üzere altı 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 2025 Pakistan** 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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Empowering Teachers to Take Active Part in Curriculum Development

Dr. Elnur PASHAYEV

Khazar University, School of Pedagogy, Azerbaijan

elnur.elt@gmail.com

Orcid: 0009-0004-6325-3387

ABSTRACT

The effective development of a curriculum requires the active participation of teachers, who play a central role in delivering and shaping instruction. This case analysis emphasizes the importance of empowering teachers to contribute to curriculum design rather than limiting them to the role of passive implementers. Excluding teachers from curriculum development risks creating misalignment between student needs and educational goals, while inclusion strengthens pedagogical quality and learner outcomes. The study highlights challenges teachers face—such as low status in the educational hierarchy, individualism, and negative attitudes toward added responsibilities—and discusses the consequences of their limited involvement. It also underscores the necessity of teacher empowerment through awareness-raising and professional development programs, enabling them to act as activists and decision-makers within their social and institutional contexts. The findings suggest that empowering teachers fosters professionalism, autonomy, collaboration, and responsiveness to change, ultimately improving curriculum effectiveness.

Keywords: Curriculum Development, Teacher Empowerment, Teacher Involvement, Professional Development, Educational Reform



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Digital Transformation and Mobilization of Port Revenues at the Autonomous Port of Douala

Dr. ONGUENE ATEBA Julien Grégoire

Yaounde University II, Cameroon

alandesstyles2016@gmail.com

Orcid: 0000-0001-7078-8815

ABSTRACT

The objective of this study is to analyze the contribution of digitalization on the mobilization of port revenues at the autonomous port of Douala (PAD) in Cameroon. To achieve this, the method we used is inspired by a model for estimating (Dossa and Bakena , 2024) who explicitly took into account the role of digitalization supports in tax mobilization. The secondary data used cover the period 2010-2023 and come from several databases, including: INS, DGD, MINFI, WEO, WDI, PAD, etc. These were processed with SPSS 2017 software. Our results, through components such as CAMCIS and e-GUCE, show that digitalization positively influences the mobilization of port revenues. However, the use of the Internet of Things has negative and insignificant effects on the performance of port revenues.

Keywords: Digitalization, Performance, Internet Of Things, Port Revenue, CAMCIS



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Bridging Cultures, Building Peace: Harnessing Indigenous Wisdom and Intercultural Competence for a Sustainable Future

Prof. Dr. Siham EL-KAFAFI

Arrows Research Consultancy Limited (ARCL) &
Te Wananga o Aotearoa, Auckland, New Zealand
selkafafi@gmail.com

Orcid: 0000-0002-5480-451X

ABSTRACT

In today's increasingly interconnected world, understanding and effectively engaging with diverse cultures has become an essential competency for fostering peace, collaboration, and sustainable development. Globalization has created dynamic, multicultural societies where miscommunication and cultural misunderstandings can easily lead to conflict, inequity, or missed opportunities for meaningful collaboration. Over the past decade, a growing body of research has highlighted the critical role of intercultural competence in promoting mutual respect, peaceful coexistence, and inclusive growth. Scholars have examined how cultural literacy, indigenous knowledge systems, and community-driven approaches can support conflict resolution, environmental stewardship, and social harmony. Yet, much of the existing discourse remains conceptual, with limited exploration of how these principles are practically integrated within specific cultural contexts to generate transformative outcomes.

This paper aims to bridge that gap by exploring the intersection of intercultural competence, indigenous wisdom, and peacebuilding, with a particular focus on the Aotearoa New Zealand context. It begins with a broad exploration of intercultural competence frameworks and global perspectives on peace and sustainability, before narrowing the lens to examine the unique bicultural fabric of New Zealand. Drawing on the Māori worldview and the principles of whanaungatanga (relationships), manaakitanga (care and respect), and kaitiakitanga (guardianship), the study highlights how indigenous cultural values can serve as powerful enablers of sustainable and peaceful coexistence in diverse societies. As part of this exploration, the paper uses Te Wānanga o Aotearoa, a prominent Māori tertiary educational institution, as a case example to illustrate how cultural respect and integration are practiced within organizational and educational settings. Insights have been informed by an extensive review of existing literature complemented by direct professional engagement and reflective observation within the institute's bicultural environment.

The methodology combines secondary research, including contemporary literature, policy documents, and intercultural competence models, with experiential observations gained from the author's professional practice in a Māori-centered educational context. This blended approach allows for a holistic analysis of how theoretical concepts are enacted in real-world settings. The paper offers a multi-layered discussion of the strategies, challenges, and best practices involved in integrating indigenous knowledge into broader peacebuilding and sustainability agendas.

Findings reveal that the most effective pathways toward peaceful and interconnected futures lie not only in policy or economic frameworks but also in cultivating a deep cultural empathy, creating spaces for dialogue, and valuing indigenous contributions as equal knowledge systems. The research demonstrates that when educational institutions and organizations embrace intercultural competence and authentically engage with indigenous wisdom, they foster environments where collaboration flourishes, conflicts are reduced, and long-term sustainability becomes attainable.

By providing actionable recommendations for leaders, educators, and policymakers, this paper contributes to the global discourse on peacebuilding in an era of unprecedented interconnectedness. It positions cultural understanding not as a peripheral element, but as a cornerstone of achieving the United Nations' Sustainable Development Goals (SDGs) and ensuring that economic, social, environmental, and technological advancements are inclusive, respectful, and future-oriented.

Keywords: Intercultural Competence, Māori Culture, Indigenous Knowledge Systems, Peacebuilding, Cultural Sustainability, Aotearoa New Zealand, Global Leadership, Bicultural Education.



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Effects of Green Industrialization on Inclusive Growth in Sub Saharan Africa (SSA)

PhD. Can. Rayanguénéwendé Abdoul Kader BOUDA

Department of Economics, CEDRES
Université Thomas Sankara, Burkina Faso
kbouda292@gmail.com
Orcid: 0009-0005-7582-7613

Prof. Dr. Tibi Didier ZOUNGRANA

Department of Economics, CEDRES
Université Thomas Sankara, Burkina Faso
zoungranadidier@yahoo.fr
Orcid: 0000-0002-0651-1253

ABSTRACT

This article analyses the effect of green industrialization on inclusive growth in 28 sub-Saharan African countries. The research covers the period from 2002 to 2021, based on data availability, and uses the finite mixture model to consider country heterogeneity. This article concludes that green industrialization has a positive influence on inclusive growth in Sub-Saharan African countries at the 1% significance level. Green industrialization is therefore a means of contributing significantly to the achievement of sustainable development goals, particularly targets 8 and 10. We suggest that the authorities in Sub-Saharan African countries promote the development of green industrialization by respecting the environment in industrial practices, applying taxes to polluters, and offering tax breaks and subsidies for green industries. They can also invest in renewable energies to encourage a transition to clean energy use.

Keywords: Green industrialization; Inclusive Growth; Sub Saharan Africa; Finite Mixture Model; sustainable development.



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Assessing Barriers in Implementing STEM Education in Secondary Schools: Effects on Teachers' Performance

Samina SALEEM

PhD Scholar, Department of Education, Metropolitan University, Karachi
saminasaleem008@gmail.com
Orcid: 0000-0002-2707-0856

Prof. Dr. Shahida SAJJAD

Department of Education, Metropolitan University, Karachi
shahida_sajjad75270@yahoo.com
Orcid: 0000-0003-1300-0053

ABSTRACT

Over the past decade, increased attention has been given to STEM education to align with the goals of 21st-century education. The current quantitative study was based on the perception of 300 secondary school science subject teachers in Quetta, selected through simple random sampling, to identify the barriers to implementing STEM education in their schools and the key factors influencing their performance. The findings revealed that the major barriers in the implementation of STEM education included limited access to technology and digital resources, a lack of awareness among students about career opportunities, and resistance to changing traditional teaching methods to incorporate STEM practices. Gender was found to significantly affect the perceived barriers to implementing STEM education, but these barriers are similar across both urban and rural areas. The majority of the participants mentioned that STEM education does not increase their job satisfaction, whereas a considerable number of them agreed that STEM education improved their ability to engage students in learning and enhanced their teaching strategies and skills. However, multiple linear regression showed a small and insignificant direct effect of barriers to STEM implementation on teachers' performance. The study recommended updating schools' curriculum, including activities based on hands-on experience, problem-solving skills, and critical thinking. In addition, emphasis should be given to interdisciplinary connections within STEM subjects. Sufficient time allocation for in-depth STEM exploration is necessary, and the school must arrange STEM-related field trips for external learning opportunities.

Keywords: STEM Education, Barriers, Secondary Schools, Teachers' Performance.



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The Mirage of AI Utopia: Assessing Promises and Pitfalls for Equality in Current and Future Developments

Dr. Mohammad Haseen AHMED

King Abdul Aziz University

mdhsnahmad@gmail.com

Orcid: 0000000204492431

ABSTRACT

The dominant narrative surrounding Artificial Intelligence (AI) positions it as a transformative force for good—a neutral, objective technology capable of dismantling systemic biases, democratizing access to knowledge and opportunity, and ushering in an unprecedented era of social equality. This paper argues that this techno-utopian vision is a dangerous mirage. By conducting a critical analysis of AI's theoretical foundations, its embeddedness within political-economic structures, and its empirical track record, we demonstrate a wide gulf between its promises and its deliverables. Drawing on critical theory, philosophy of technology, and empirical case studies, we contend that AI, in its current development paradigm, is structurally incapable of being an inherently democratic or inclusive tool. Its design is predicated on instrumental rationality, divorcing means from ethical ends, and its operation is deeply enmeshed within platform capitalism, which prioritizes extraction and control over equity. We examine how AI systems consistently reify and amplify existing social hierarchies along lines of race, gender, and class, often under a deceptive "gloss of progress." While technical mitigation strategies and ethical governance frameworks offer limited corrective potential, they cannot resolve the fundamental category error of ascribing moral agency to an optimization tool. The paper concludes that achieving substantive equality is not a technical problem to be solved by algorithms but a political project requiring deliberate human judgment, ethical deliberation, and structural reform. The future of AI as a force for good depends not on its autonomous evolution but on a radical reorientation of the power structures that govern its creation and deployment.

Keywords: Artificial Intelligence, Technological Utopianism, Algorithmic Bias, Equality, Social Justice, Platform Capitalism, Epistemic Injustice, Moral Agency, Governance, Discrimination.



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Local Governance and Citizen Participation in The Development of The City of Edea in The Context of Decentralisation

Phd student Marie Louise Simone NYONKWE NGO NDJEM

Regional Centre of Excellence on Sustainable Cities in Africa

University of Lomé-Togo

ngo.nyonkwe@cervida-togo.org

Prof. Dr. KOLA Edinam

University of Lomé

edikola@yahoo.fr

Prof. Dr. MOUPOU Moise

University of Yaounde 1

mmoupoul@yahoo.fr

Prof. Dr. Coffi AHOLOU Cyprien

University of Lomé

caholou@gmail.com

ABSTRACT

In a context of decentralisation, large capital cities such as Yaoundé and Douala concentrate most of the resources and decision-making, while secondary cities such as Édéa, which are nevertheless called upon to play a leading role in local development, struggle to fulfil this function due to dysfunctions in urban governance and low citizen involvement. This article focuses on local governance and citizen participation in Édéa, with the aim of analysing the dynamics of actors involved in urban development and assessing their impact on the city's attractiveness. The study is based on a mixed methodology combining qualitative and quantitative approaches. Semi-structured interviews were conducted with municipal authorities, partner institutions, neighbourhood committees and a representative sample of the local population. This survey was supplemented by a documentary analysis (memoranda of understanding, collaboration agreements, meeting reports) and statistical processing of the data collected. The results reveal limited citizen participation, marked by low involvement of the population in local decision-making, public affairs management, and the development of development projects. Existing consultation mechanisms appear to be ineffective, even obsolete, and relations between local authorities and citizens are often perceived as unilateral and lacking in transparency. This lack of participation and trust has a negative impact on the city's attractiveness and development dynamics. In light of these findings, the study recommends strengthening citizen participation mechanisms, promoting transparency in resource management, and providing institutional and capacity support to local authorities.

Keywords: Decentralisation - Local governance - Citizen participation.



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Low Urban Attractiveness of Edea in Cameroon: An Appraisal of Local Constraints

Phd student Marie Louise Simone NYONKWE NGO NDJEM

Regional Centre of Excellence on Sustainable Cities in Africa

University of Lomé-Togo

ngo.nyonkwe@cervida-togo.org

Prof. Dr. KOLA Edinam

University of Lomé

edikola@yahoo.fr

Prof. Dr. MOUPOU Moise

University of Yaounde 1

mmoupoul@yahoo.fr

Prof. Dr. Coffi AHOLOU Cyprien

University of Lomé

caholou@gmail.com

ABSTRACT

Edea, once a key town under German colonial administration, occupies a strategic location between major metropolises like Douala and Yaoundé and is now closer to the emerging port city of Kribi. Its growth was spurred in the 1950s by the construction of a hydroelectric power plant, which attracted major industries and stimulated agricultural development. This industrial boom drove economic growth, created employment, and led to the development of housing, schools, health centers, and other infrastructure. However, the economic crisis of the 1990s severely affected industrial productivity, leading to job losses, firm closures, and economic stagnation. At the same time, neighboring towns developed new industrial hubs, diverting economic activities away from Edea and weakening its attractiveness.

A concurrent triangulation mixed-method approach was employed to investigate the determinants of Edea's declining urban attractiveness. Using a survey of 383 households, observations, and semi-structured interviews with key informants, the study identified several factors undermining Edea's appeal. These include ethnic tensions, rising insecurity, economic decline dominated by the informal sector, poor waste management, pollution, and a deteriorating local climate. Despite these challenges, Edea still possesses opportunities to revitalize its attractiveness. The development of its unexploited touristic sites, combined with the rehabilitation of infrastructure and public facilities, could restore its economic vibrancy and strengthen its role as a secondary urban pole. The findings highlight the need for strategic planning and investment to reverse the current trend and reposition Edea as an attractive and competitive city within the Cameroonian urban network.

Keywords: Metropolis-Attractiveness -Competitiveness.



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"Green Voices": Art and Science to Transform the Environmental Issues of the La Ribera Neighborhood

Mgter. Sergio Quiroga

Institution or University: ICAES and UNSL
sergioricardoquiroga@gmail.com
Orcid: 0000-0003-2586-6321

Osvaldo De la Canal

Institution or University: EPA 10 M.E. Vicente Lucero
vocesverdesepa10@gmail.com
Orcid: 0000-0003-2586-6321

Daniela Gabutti

Institution or University: UNSL and UNVIME
vocesverdesepa10@gmail.com
Orcid: 0000-0003-2586-6321

Romina Olaviaga

Institution or University
vocesverdesepa10@gmail.com
Orcid: 0000-0003-2586-6321

ABSTRACT

Since May 2025, 5th grade students from the Self-Managed Public School No. 10 "Maestro Escultor Vicente Lucero" in Villa Mercedes, San Luis, have been developing the interdisciplinary project "Green Voices: Young People Communicating for the Environment." Accompanied by a teaching team, the initiative seeks to raise awareness and transform the environmental issues of the La Ribera neighborhood by integrating art, science, and technology, using a critical and participatory pedagogical approach.

Based on STEAM and Project-Based Learning models, the project is structured in six stages: diagnosis, research, analysis, artistic production, dissemination, and evaluation. The central hypothesis is that art, by generating a deeper emotional impact, enhances social awareness and commitment. Students identified problems such as garbage accumulation, water and air pollution, and deficiencies in urban trees through surveys, observation, and interviews with key stakeholders.

These inputs informed the design of a communications strategy that included the production of artworks and social media campaigns. The process was enriched with visits to municipal institutions, enabling dialogue with authorities. The formative and ongoing evaluation assesses both the products and processes, demonstrating a positive impact on the community's environmental awareness and the empowerment of young people as agents of change.

Keywords: Environmental issues, La Ribera neighborhood, Art, Communication, STEAM.



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Breaking Boundaries, Weaving Knowledge: Education at the Argentine Cultural Institute

Mgter. Sergio Quiroga

Institution or University: ICAES and UNSL

sergioricardoquirola@gmail.com

Orcid: 0000-0003-2586-6321

ABSTRACT

The integration of digital technologies and e-learning are driving a radical transformation in education, eliminating geographical barriers and democratizing access to knowledge. This model offers flexible learning modalities that enrich the educational experience and prepare students and teachers for an increasingly digital world. The convergence between education and technology, accelerated during the COVID-19 pandemic, has expanded educational boundaries, although it was initially implemented as an emergency response.

A fundamental advantage of e-learning is the development of essential technological skills for today's labor market. Furthermore, it fosters interaction and collaboration through the "platformization of education," where digital environments facilitate the exchange of perspectives and enrich the learning process. Technology also makes it possible to create personalized learning paths, adapting materials and methods to individual students' needs.

Interactive resources—videos, simulations, forums, and games—increase motivation and improve understanding of complex concepts. E-learning promotes student autonomy, encouraging self-learning and time management. Furthermore, digital content can be updated quickly, ensuring access to relevant and up-to-date information.

For teachers, digital technologies facilitate the monitoring of student progress and continuous assessment, allowing for immediate and personalized feedback. This environment transforms the student's role from passive recipient to active, creative, and reflective subject. The demand for these innovations is reflected in surveys that highlight the urgent need to integrate digital alternatives into tertiary education.

Initiatives such as the National Teacher Training Program "Our School" and the Virtual Campus of the Non-University Higher Education Program have expanded teacher training in digital format, recognizing the right to lifelong learning. Looking to the future, disruptive education proposes innovative methodologies through Learning and Knowledge Technologies (LKT), inspired by concepts such as "seamless learning," which promotes educational continuity across contexts and technologies.

María Acaso advocates for a "rEDUvolution" that transforms educational spaces through five key pillars, including changing power dynamics and assessing through rubrics. Within this framework, the Argentine Cultural Institute of Higher Education (CAES) in Villa Mercedes seeks to innovate in teacher training by applying digital technologies to address educational globalization. Teaching through digital media represents a unique opportunity to build a more inclusive, flexible, and student-centered education, essential for the demands of the 21st century.

Keywords: E-learning, Digital Teaching, Technologies, Platformization of Education, Disruptive Education.



From Awareness to Empowerment: Evaluating Emotional Intelligence Development in Students with Visual Impairment Through Training

Dr. Saira SALEEM

Assistant Prof. Department of Special Education, University of Karachi, Pakistan
sairasaleemkhan@uok.edu.pk
Orcid: 0000-0003-0813-5623

Dr. Fouzia REHMAN

Student Counselor, Dow University of Health Sciences, Karachi, Pakistan
fouziarehman_786@yahoo.com
Orcid: 0000-0003-4505-8575

Ghulam Abbas BALOUCH

Ph.D. Scholar, Department of Special Education, University of Karachi, Pakistan
sheerazshahzad@gmail.com
Orcid: 0000-0003-5022-1629

ABSTRACT

The current quasi-experimental study was designed to evaluate the Emotional Intelligence (EI) of students with visual impairment before and after EI training. With the help of the purposive sampling method, 30 students (15 males and 15 females) were selected for EI training from the 9th and 10th grades. Students were pre-assessed using the Quick Emotional Intelligence Self-Assessment (QEI-SA) to determine their EI levels in four domains: self-awareness, self-management, social awareness, and relationship management. They were given 10 sessions of about 60 minutes each, twice a week, with accessible activities. After training, students' EI outcomes were assessed through the QEI-SA tool. Findings reveal a significant improvement in students with visual impairment after training, as the EI training program had a strong positive impact across all four domains for these students. The intervention proved effective in enhancing all domains, suggesting that EI can be developed through structured training programs, even for students with special educational needs such as visual impairment. These initiatives may support personal growth and social inclusion of students with visual impairments. The study recommended the need to integrate systematic EI training into school curricula to promote social and emotional development; for this, initiatives may be taken from the training of teachers and special educators on EI strategies. Furthermore, educational policymakers, stakeholders, and school management should recognize the importance of EI for all students with special needs and encourage its implementation nationwide.

Keywords: Emotional Intelligence (EI), Visual Impairment, Self-awareness, Social-awareness, Self-management, Relationship Management, Adolescents, Students

Sürdürülebilir Turizm Kapsamında Bir Eko-Turizm Örneği: Sivas-Şuğul Vadisi

Dr. Serap İnceöz

Sivas Cumhuriyet Üniversitesi, Sivas

sinceoz@cumhuriyet.edu.tr

Orcid: 0000-0001-6382-7118

ÖZET

İklimi, doğası, coğrafi konumu ve medeniyetlere ev sahipliği yapmış zengin tarihi ve kültürel birikimiyle Türkiye'nin eko turizm potansiyeline sahip olan Sivas ili sınırlarındaki doğal bir kanyon olan Şuğul Vadisi sürdürülebilir turizmin en güzel örneklerinden biri durumundadır. Özellikle son yıllarda macera tutkunlarının, doğayı özleyen ve oksijen depolamak isteyen yerli ve yabancı birçok ziyaretçinin ilgi odağı olmaktadır. Bölge halkının da sempatisi ve ziyaretçilere olan ilgilerinin yanı sıra üzerinde yapılan çalışmaların desteğiyle gelişmeye ve ülke ekonomisine katkı sunmaya açık bir eko-turizm noktasıdır. Ayrıca doğal kanyonun izlerini sürme hedefinde fırsat tanınmayı bekleyen bir doğa harikasıdır denilebilir. Sivas il sınırlarında yer alan Şuğul Vadisi ile ilgili araştırmanın amacı, Şuğul Vadisi'nin eko-turizmde önemli bir kaynak olması, eko-turizmin gereğine uygun uygulanabilir bir alan olması ve yerel halkın bölge ekonomisinden yararlanabilmesi oluşturmaktadır. Sürdürülebilir turizm kapsamında doğa ve çevre bilincinin korunması, sosyal aktivitelerle doğayla buluşma etkinlikleri ve ayrıca ekonominin önemi de göz önüne alındığında çalışmanın yöntemi SWOT analizi yöntemiyle güçlü ve zayıf yönleriyle detaylı olarak ortaya konmuştur. Şuğul Vadisi, doğanın gizeminde saklı bir çekicilik olarak macera ve heyecan sunan ortamı ile doğal klima niteliğinde olan iklimiyle, misafirperver yöre halkının sevecen yaklaşımlarıyla, il ve ilçe merkezine ulaşım sıkıntısının olmaması açısından güçlü yönleriyle ifade edilmiştir. Tanıtımda yetersizlikleri, bahar ve yaz aylarının kısa olması, etrafında yeme-içme eğlence mekânlarının olmaması ve alanın daha dağlık olup, güvenli olmaması gerçeği ise zayıf yönlerini ve tehditleri beraberinde getirdiği şeklinde gözlenmiştir. Sonuç olarak, çalışmadaki zayıf yönler ve tehditler, alınmasını gerekli kılan tedbirlerin neler ve nasıl olması gerektiği yönünde çözümlerle hazırlanmış, bu yönlerin giderilmesi ve iyileştirilmesi için öneriler sunulmuştur.

Anahtar Kelimeler: Sürdürülebilir Turizm, Eko-Turizm, Şuğul Vadisi.

An Example of Eco-Tourism Within the Scope of Sustainable Tourism: Sivas-Şuğul Valley

ABSTRACT

With its climate, nature, geographical location, and rich historical and cultural heritage that has been home to many civilizations, the Şuğul Valley, a natural canyon within the borders of Sivas province, which has great eco-tourism potential, is one of the finest examples of sustainable tourism. It has become a focal point for many local and foreign visitors, especially in recent years, who are adventure enthusiasts, longing for nature, and seeking to replenish their oxygen reserves. With the sympathy and interest of the local community, as well as the support of ongoing initiatives, it is an eco-tourism destination open to development and contributing to the national economy. It can also be said that it is a natural wonder waiting for an opportunity to pursue the traces of the natural canyon. The purpose of the research on Şuğul Valley, located within the borders of Sivas province, is to establish that Şuğul Valley is an important resource for eco-tourism, that it is an area suitable for the implementation of eco-tourism, and that the local community can benefit from the regional economy. Considering the importance of protecting nature and environmental awareness within the scope of sustainable tourism, social activities that bring people together with nature, and the economy, the study's methodology was presented in detail using the SWOT analysis method, highlighting its strengths and weaknesses. Şuğul Valley is described as having strong points: an environment offering adventure and excitement as a hidden charm within nature's mystery, a climate with natural air conditioning qualities, the warm hospitality of the local people, and no transportation difficulties to reach the provincial and district centers. Its weaknesses, such as insufficient promotion, the shortness of spring and summer months, the lack of dining and entertainment venues in the surrounding area, and the fact that the area is more



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mountainous and unsafe, have been observed to bring with them weaknesses and threats. As a result, the weaknesses and threats identified in the study have been addressed with solutions outlining what measures need to be taken and how they should be implemented, and recommendations have been made for eliminating and improving these aspects.

Keywords: Sustainable Tourism, Eco-Tourism, Şuğul Valley



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Creation of protected areas in the Sahel region of Africa and social tensions: the case of Ma Mbed-Mbed National Park (Extreme North Cameroon)

Alima Laurent Jonas

Design Engineer in Mining and Petroleum,
PhD student in Environmental Geography University of Maroua (Cameroon)
laurentalima@gmail.com

Aoudou Doua Sylvain

Full Professor
University of Maroua (Cameroon)

ABSTRACT

The Ma Mbed-Mbed National Park is divided among the districts of Kaélé, Guidiguiss, and Taibong. It belongs to the Mayo-Kani Department, in the Far North Region. The site under study is subject to social tensions that have measurable impacts. The major objective is to evaluate the social tensions related to the creation of the Ma Mbed-Mbed National Park. In order to meet the expected goals, a method has been established based on observations, interviews with resource persons, the collection of secondary data in documentation centers, imaging, and the processing of satellite data. The intersection of data obtained from the field reveals that the origins of the tensions are the limitations in communication about the project and the discontent of the populations seeing their land occupied. Regarding the impacts arising from tensions, we note the blockade of National Road No. 13 by the local populations for more than half a day on February 7, 2025, resulting in economic losses; clashes between local residents armed with stones and clubs and the army, and the kidnapping of the regional Governor who arrived to plead for calm. The resolution of this conflict involves dialogue, consensus, and the integration of the populations into the Park project.

Keywords: Tensions, Protected Areas, Protest, Consensus, Ma Mbed-Mbed.

Türkiye Türkçesi ve Azerbaycan Türkçesinde Zarf-Fiiller ve Cümle İçindeki İşlevi

YL Sayılı HASANZADE
İstanbul Medeniyet Üniversitesi
Türk Dili ve Edebiyatı Bölümü
sayalihanazade@gmail.com
Orcid: 0009-0003-6385-0141

ÖZET

Bu çalışmada, Oğuz grubu Türk dillerinden olan Türkiye Türkçesi ile Azerbaycan Türkçesinde zarf-fiil yapıları morfolojik, sözdizimsel ve anlamsal boyutlarıyla ayrıntılı biçimde incelenmiştir. Her iki dil, tarihsel, kültürel ve coğrafi etkileşimler sonucunda pek çok ortak özellik taşımakla birlikte, zarf-fiil eklerinin işlevleri bakımından bazı farklılıklar göstermektedir. Zarf-fiiller, fiil köklerine eklenen belirli eklerle oluşur ve cümlede genellikle zarf görevini üstlenerek eylemin nasıl, ne zaman, hangi amaçla veya hangi koşulda gerçekleştiğini ifade eder. Bununla birlikte, bu yapılar yalnızca zarf işleviyle sınırlı kalmaz; aynı zamanda yan cümlecikler kurarak temel cümleyle anlamsal ve yapısal bütünlük oluşturur.

Türkoloji literatüründe zarf-fiiller farklı adlandırmalarla (ulaç, bağ-fiil, bağ-eylem vb.) ele alınmış ve çeşitli araştırmacılar tarafından değişik yaklaşımlarla değerlendirilmiştir. Örneğin Kononov, Baskakov, Banguoğlu, Muhtar Hüseyinzade, Johanson, Gencal, Şireliyev ve Korkmaz gibi dilbilimciler, bu yapıları hem morfolojik hem de işlevsel açıdan açıklamışlardır. Azerbaycan Türkçesinde ise “feli bağlama” terimi yaygın olarak kullanılmış ve özellikle gramer çalışmalarında sistemli biçimde yer almıştır.

Sonuç olarak, her iki Türkçede zarf-fiillerin zarf işlevi ayrıntılı şekilde işlenmiş olsa da, bağlama işlevi çoğunlukla göz ardı edilmiştir. Bu çalışma ise literatürde eksik kalan bu yönü ele alarak bağlama işlevine de değinmiştir.

Anahtar Kelimeler: Zarf-fiil, Yan cümle, Bağlama işlevi, Türkiye Türkçesi, Azerbaycan Türkçesi.

Converbs in the Azerbaijani and Turkish Languages and Their Functions in Sentences.

ABSTRACT

This study examines the structures of converbs (zarf-fiiller) in Turkish of Turkey and Azerbaijani Turkish, two closely related members of the Oghuz branch of the Turkic language family, from morphological, syntactic, and semantic perspectives. Both languages, shaped through long-standing historical, cultural, and geographical interactions, share many common features, yet they also display certain differences in the functions of converb suffixes. Converbs are derived from verb stems through specific suffixes and generally function as adverbial elements within the sentence, specifying how, when, for what purpose, or under which conditions an action takes place. Beyond this adverbial role, however, converbs also form dependent clauses that create semantic and structural coherence with the main clause.

In Turkological literature, converbs have been referred to by various terms (ulaç, bağ-fiil, bağ-eylem, etc.) and evaluated from different perspectives by several scholars. For instance, Kononov, Baskakov, Banguoğlu, and Korkmaz have described these forms in both morphological and functional terms. In Azerbaijani Turkish, the widely accepted designation has been *feli bağlama*, which has been systematically employed in grammar studies. In conclusion, although the adverbial function of converbs has been examined in detail in both varieties of Turkish, their connective role has often been overlooked. This study specifically addresses this aspect, thereby contributing to a more comprehensive understanding of their syntactic functions.

Key words: Converb, Subordinate clause, Connective function, Turkish language, Azerbaijani language.



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A Qualitative Study for Examining the Role of SEL In Student Well-being in The Primary Schools in Sindh

Iffat Sultana RIND

Metropolitan University Karachi, Pakistan
iffatsultana1972@gmail.com
Orcid: 0009-0008-6669-9180

Prof. Dr. Shahida SAJJAD

Metropolitan University Karachi, Pakistan
shahida_sajjad75270@yahoo.com
Orcid: 000-0003-1300-0053

ABSTRACT

This study explores the role of Social and Emotional Learning (SEL) in fostering student well-being and holistic growth within the primary schools of Sindh, Pakistan. SEL equips children with essential skills such as self-awareness, empathy, emotional regulation, and responsible decision-making, which are vital for coping with stress, developing positive relationships, and enhancing academic achievement. While SEL has gained international recognition as a foundation for sustainable child development, its implementation in Sindh faces multiple challenges, including inadequate resources, teacher preparation gaps, and cultural prioritization of academics over emotional growth.

Adopting a qualitative methodology, the study utilized semi-structured interviews, classroom observations, focus group discussions, and key informant interviews with educators, administrators, and parents across both rural and urban contexts. Findings indicate systemic barriers such as reliance on corporal punishment, limited parental involvement, insufficient teacher training, and weak infrastructure. Nevertheless, students demonstrated resilience, collaboration, and eagerness to learn, underscoring the potential for SEL integration.

The study concludes that implementing contextually relevant SEL curricula, strengthening teacher professional development, replacing punitive disciplinary practices with positive approaches, and enhancing parental engagement are critical for improving educational outcomes. These reforms can transform primary education in Sindh by promoting environments that balance academic achievement with emotional and social well-being.

Keywords: Social-Emotional Learning, Primary Education, Sindh, Child Development, Teacher Training, Educational Reform.

İnovasyon İçin Yaratıcılık

Lecturer See. Doctor, Emin Ergun Selçuk

Tokat Gaziosmanpaşa University

eminergun.selcuk@gop.edu.tr

Orcid: 0000-0001-8568-6205

ÖZET

Yaratıcılık yenilik yaratır. Buda girişimcilik sürecinin anahtar fonksiyonudur. Yaratıcılık ve yenilik işe başlamak için temel motivasyondur. Aynı zamanda ayakta kalmak için de temel ihtiyaçtır. Ulaşılması zor fakat başarılması gereken bir misyondur. Yaratıcılık kavramı ve düşünce arasında yakın ve sıkı bir ilişki vardır. Yaratıcılık bireysel ve örgütsel karar alma süreçlerinde kullanılan ve en doğru kararın verilmesinde değişik birçok alternatifin ortaya çıkmasını sağlayan fikir ve düşüncelerdir. Yaratıcılığın önemini arttıran ve etkileyen faktörler piyasada lider olmak, küreselleşme, müşteri bilincinin artması, çalışanların değer yargılarının değişmesi, teknolojinin hızla değişmesi, değer yargılarının ve nüfus yapısının değişmesidir. Yaratıcılığın ilişkili olduğu kavramlar, yaratıcılık ve teknoloji, yaratıcılık ve değişim, yaratıcılık ve yenilik, yaratıcılık ve buluş, yaratıcı bir olaydan oluşmaktadır. Yaratıcılık süresi hazırlık, kuluçka dönemi, yaratıcılığın ortaya çıkması, değerlendirme, uygulama ve sonuçların alınmasından oluşmaktadır. Yaratıcılık teknikleri, beyin fırtınası, ters beyin fırtınası, gordon yöntemi, düşünce haritası, matris yöntemi, yatay düşünme tekniği, odak grup görüşmeleri tekniği, varsayımları sorgulamadan oluşmaktadır. Örgütsel yaratıcılık için şirketteki herkes yeni düşünceler üretmeye ve bunları çekinmeden söylemeye teşviki olmalıdır. Genel olarak yaratıcılığın önündeki engeller: eleştiri, stres, kuşku, rutinlik, zaman ayarlamasındaki sıkıntılar ve çevredir.

Anahtar Kelimeler: Yenilik, Girişimcilik, Yaratıcılık.

Creativity For Innovation

ABSTRACT

Creativity creates innovation. This is the key function of the entrepreneurial process. Creativity and innovation are the main motivation to start a business. It is also a basic need to survive. It is a mission that is difficult to achieve but must be achieved. There is a close and tight relationship between the concept of creativity and thought. Creativity is the ideas and thoughts that are used in individual and organizational decision-making processes and enable the emergence of many different alternatives in making the best decision. Factors that increase and affect the importance of creativity are being a leader in the market, globalization, increasing customer awareness, changing employee value judgments, rapid change in technology, and changing value judgments and population structure. The concepts that creativity is related to include creativity and technology, creativity and change, creativity and innovation, creativity and invention, and a creative event. The creativity period consists of preparation, incubation period, emergence of creativity, evaluation, implementation and obtaining results. Creativity techniques consist of brainstorming, reverse brainstorming, Gordon method, thought map, matrix method, horizontal thinking technique, focus group interviews technique, and questioning assumptions. For organizational creativity, everyone in the company should be encouraged to generate new ideas and express them without hesitation. In general, obstacles to creativity are: criticism, stress, doubt, routine, difficulties in scheduling and the environment.

Key words: Innovation, Entrepreneurship, Creativity.



Contemporary Manifestations of Islamophobia in Western Countries

Bakhtiyar NAJAFLI

Academy of Public Administration under
the President of the Republic of Azerbaijan
bakhtiyarnajafli2001@gmail.com
Orcid: 0009-0009-4363-8470

ABSTRACT

Islamophobia is one of the most widespread forms of racism, intolerance, and discrimination. It promotes fear and hatred of Islam and people who profess this religion. The spread of fear and hatred in society gives rise to hate crimes committed against Muslims.

Islamophobia is becoming an increasingly prominent social problem, particularly in Western countries. In some of these countries, Islamophobia even constitutes state policy.

Islamophobia, which has developed in Western countries due to certain objective and subjective factors, manifests itself in the following areas of discrimination and intolerance against Muslims.

Representation in Politics

As is well known, a democratic political system guarantees political representation for every person living in the country, regardless of their ethnicity, race or religion. Currently, Muslims of immigrant origin in Western countries are extremely underrepresented in politics.

Education

Muslims are more likely to face discrimination in secondary schools. Muslim students, especially girls who wear hijabs, are subject to discrimination and intolerance in schools.

Labor Market and Employment

The desire of the vast majority of immigrants to find work in Western countries often collides with discrimination in this area.

Media

On the one hand, Western media disseminates false information about Muslims and Islam, while on the other, they conceal instances of discrimination, intolerance, and violence against Muslims in the country done by local population.

Keywords: Islamophobia, Islam, Muslims, Western Countries, Objective and Subjective Causes of Islamophobia, Discrimination and Intolerance Against Muslims.

Endüstriyel Miras Kapsamında Divriği'nin Turizm Potansiyeli

Dr. Öğr. Üyesi. Figen ARSLAN KOÇKAYA

Sivas Cumhuriyet University

figenarslan@cumhuriyet.edu.tr

Orcid: 0000-0002-7207-3247

ÖZET

Divriği, Cumhuriyetin ilanı ile birlikte başlatılan endüstrileşme ve üretim hamlesinin öncüsü sayılabilecek bazı işletme ve eğitim kurumlarına da ev sahipliği yapmıştır. Bu çalışmanın amacı, Cumhuriyet döneminin ilk yıllarında başlatılan sanayi hareketinin önemli izlerini taşıyan ilçelerden biri olan Divriği'nin bu anlamda sahip olduğu tesis ve kurumlarını sıralamak ve bu tesis ve kurumların turizm potansiyelini incelemektir. Bu çalışmanın kavramsal çerçevesini oluşturmak için nitel araştırma desenlerinden literatür taraması yöntemi kullanılmış ve ilgili literatür kavramsal çerçeve yönünden dikkatlice incelenmiştir. Ayrıca çalışmaya yön veren diğer veriler için çeşitli veri tabanlarından faydalanılmıştır. Bu çalışma ile endüstriyel miras kapsamında yer alan işletme ve eğitim kurumlarının ilçe turizmine kazandırılarak yerel ekonomiye katkı sağlanabileceği bulguları elde edilmiştir. Bu çalışmanın sonucunda, ilçenin sahip olduğu turizm değerlerinin korunması ve geleceğe aktarılması amacı ile yapılması gereken faaliyetlere, konu ile ilgili kamu ve özel sektöre yönelik eleştirilere ve sorunun çözümüne ilişkin önerilere yer verilmiştir.

Anahtar Kelimeler: Divriği, Turizm, Endüstri Mirası, Cumhuriyet Dönemi

Tourism Potential of Divriği Within the Scope of Industrial Heritage

ABSTRACT

Divriği has also hosted some businesses and educational institutions that can be considered as the pioneers of the industrialization and production movement initiated with the declaration of the Republic. The aim of this study is to list the facilities and institutions of Divriği, which is one of the districts that bears important traces of the industrial movement initiated in the early years of the Republic, and to examine the tourism potential of these facilities and institutions. In order to create the conceptual framework of this study, the literature review method, which is one of the qualitative research designs, was used and the relevant literature was carefully examined in terms of the conceptual framework. In addition, various databases were used for other data guiding the study. With this study, it was found that businesses and educational institutions within the scope of industrial heritage can be brought to the district tourism and contribute to the local economy. As a result of this study, the activities that should be carried out in order to protect the tourism values of the district and transfer them to the future, criticisms towards the public and private sectors regarding the subject and suggestions regarding the solution of the problem were included.

Keywords: Divriği, Tourism, Industrial Heritage, Republic Period



General vs. Special Schools: Does Organizational Health Really Shape Teacher Performance?

Tehseen ZAHRA

Metropolitan University Karachi
tehseenzahra730@gmail.com
Orcid: 0009-0002-4321-2815

Prof. Dr. Shahida SAJJAD

Metropolitan University Karachi, Pakistan
shahida_sajjad75270@yahoo.com
Orcid: 000-0003-1300-0053

ABSTRACT

This quantitative cross-sectional study examines the relationship between organizational health and teachers' job performance, aiming to draw factual conclusions on how organizational health impacts teachers' job performance in comparison to general and special secondary schools. Through the stratified sampling technique, a sample size of 446 students and 446 teachers was selected from general and special secondary schools. The Teachers' Job Performance Questionnaire and Organizational Health Questionnaire were utilized for data collection. Findings reveal from ANOVA that no significant difference in overall organizational health between general and special secondary schools ($F(1, 444) = 1.99, p = .159$). For the teachers' job performance and its dimensions, a significant difference exists between general and special secondary schools ($F(1, 444) = 191.154, p < .05$), with special secondary schools showing higher overall job performance. However, organizational health doesn't significantly impact teachers' job performance in comparison to general and special secondary schools. The regression model is significant as all predictors are together, $F(3, 442) = 13.216, p < .001$. However, the coefficient shows that teachers' job performance is not significantly predicted by organizational health ($p = .216$), specialty ($p = .825$), and the interaction between organizational health and specialty ($p = .430$). Whereas the baseline predicted job performance when predictors = 0 (constant = 83.429). Future research should explore additional variables, such as motivation, workload, leadership style, and resources. The study recommends strengthening leadership practices, enhancing the teacher support system, focusing on non-organizational factors, and tailoring policies for both school types.

Keywords: Teachers' Job Performance, Organizational Health, Secondary Schools, Students, General Secondary Schools, Special Secondary Schools.



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Finansal Yapay Zeka Modellerinin Kredi Risk Yönetimine Etkisi

Dr. Gülçin ADIYAMAN

Selçuk University

glnadymnn@hotmail.com

Orcid: 0000-0002-9686-596X

ÖZET

Finans sektöründe dijital dönüşümün hızlanmasıyla birlikte yapay zekâ temelli modeller kredi risk yönetiminin yeniden şekillenmesinde kritik bir araç haline gelmiştir. Makine öğrenmesi, derin öğrenme ve doğal dil işleme tabanlı finansal modeller; geleneksel istatistiksel yöntemlere kıyasla daha yüksek tahmin doğruluğu sunmakta, değişken ekonomik koşullara daha hızlı uyum sağlayabilmekte ve kredi riski göstergelerindeki karmaşık ilişkileri daha etkili biçimde ortaya çıkarabilmektedir. Bu çalışmada, finansal yapay zekâ modellerinin kredi risk yönetimi süreçlerine etkisi kavramsal bir çerçevede ele alınmaktadır. Yapay zekanın risk tespiti, skorlama, erken uyarı sistemleri ve temerrüt olasılığı hesaplamaları üzerindeki rolü değerlendirilerek, avantajları, sınırlılıkları ve uygulama zorlukları tartışılmaktadır. Ayrıca yapay zekâ tabanlı risk modellerinin etik, düzenleyici ve operasyonel boyutlarına dikkat çekilerek gelecekteki araştırmalar için yönlendirici öneriler sunulmaktadır.

Anahtar Kelimeler: Kredi Riski, Yapay Zekâ, Makine Öğrenmesi, Finansal Modeller, Risk Yönetimi

The Impact of Financial Artificial Intelligence Models on Credit Risk Management

ABSTRACT

With the accelerating digital transformation in the financial sector, artificial intelligence based models have become a critical tool in reshaping credit risk management. Machine learning, deep learning, and natural language processing driven financial models offer higher predictive accuracy compared to traditional statistical approaches, adapt more rapidly to changing economic conditions, and reveal complex relationships within credit risk indicators more effectively. This conceptual study examines the impact of financial artificial intelligence models on credit risk management processes. The role of AI in risk detection, credit scoring, early warning systems and probability of default estimation is evaluated, while the advantages, limitations and implementation challenges of these models are discussed. In addition, the ethical, regulatory and operational dimensions of AI-driven risk analysis are highlighted, and directions for future research are proposed.

Keywords: Credit Risk, Artificial Intelligence, Machine Learning, Financial Modeling, Risk Management

Oğuz Türkçesinde Fiilimsiler: Özbekistan Oğuz Ağızları ve Standart Oğuz Dillerinde Sıfat-Fiil ve Zarf-Fiiller Üzerine Bağımlılık Grameri Yaklaşımı

PhD. Cand. Nargız GARAYEVA

İstanbul Medeniyet Üniversitesi, Türk Dili ve Edebiyatı

Orcid: 0000-0002-3516-0528

220703008@ismu.edu.tr

PhD. Cand. Pulat MAMATKULOV

Kocaeli Üniversitesi, Türk Dili ve Edebiyatı

Orcid: 0000-0001-8502-0171

216227010@kocaeli.edu.tr

ÖZET

Fiilimsiler, Türk dillerinde biçimsel ve işlevsel açıdan merkezi bir kategori oluşturmaktadır. Bu çalışmada, Özbekistan Oğuz ağzıları ile Türkiye Türkçesi, Azerbaycan Türkçesi ve Türkmence gibi standart Oğuz dillerinde sıfat-fiil ve zarf-fiillerin bağımlılık grameri açısından karşılaştırmalı incelenmesi yapılmıştır. Araştırmada, fiilimsilerin yalnızca morfolojik türetim unsurları olmadığı, aynı zamanda cümlelerin bağımlılık düzeninde hem ara hem de ikincil merkez görevi üstlendiği görülmüştür. Sıfat-fiiller, niteledikleri isimlere bağımlı olurken kendi içlerinde özne ve nesne gibi bağımlıları barındırabilmektedir; zarf-fiiller ise yükleme bağlanarak eylemler arası ilişki kurmakta ve bazı durumlarda kendi içinde nesne veya zarf bağımlıları taşıyabilmektedir. Özbekistan Oğuz ağzılarındaki ek varyantları, standart dillerden farklı olarak daha fazla esneklik ve sentaktik çeşitlilik sunmakta, tarihî dil temaslarının izlerini yansıtmaktadır. Morfolojik paralellikler ve varyant eklerin dağılımı, Oğuz dillerinin tarihsel sürekliliğini ve bölgesel farklılıklarını ortaya koymaktadır. Elde edilen bulgular, fiilimsilerin sözdizimsel örgüdeki merkezi konumunu vurgulamakta ve bağımlılık grameri yaklaşımının Oğuz dillerinde hem teorik hem de uygulamalı çözümlemelerde kullanılabileceğini göstermektedir. Çalışma, özellikle doğal dil işleme, çeviri teknolojileri ve karşılaştırmalı Türkoloji açısından yeni veri ve yöntemler sunmaktadır.

Anahtar Kelimeler: Fiilimsiler, Oğuz Dilleri, Bağımlılık Grameri, Sıfat-Fiil, Zarf-Fiil, Özbekistan Ağızları

Non-Finite Verbs in Oghuz Turkic: A Dependency Grammar Approach To Participles and Adverbial Verbs in Uzbek Oghuz Dialects and Standard Oghuz Languages

ABSTRACT

Non-finite verbs constitute a central category in Turkic languages in terms of form and function. This study presents a comparative analysis of participles and adverbial verbs in Uzbek Oghuz dialects and standard Oghuz languages, including Turkish, Azerbaijani, and Turkmen, from a dependency grammar perspective. The research demonstrates that non-finite verbs are not merely morphological derivations but function as both intermediate and secondary centers in sentence dependency structures. Participles depend on the nouns they modify while potentially containing their own dependencies such as subject or object; adverbial verbs attach to the predicate to establish relationships between actions, sometimes carrying objects or adverbial dependencies themselves. The suffix variants in Uzbek Oghuz dialects differ from standard languages, offering greater syntactic flexibility and reflecting historical language contact. Morphological parallels and the distribution of variant suffixes reveal both the historical continuity of Oghuz languages and regional divergences. These findings highlight the central role of non-finite verbs in the syntactic network and demonstrate that the dependency grammar framework is suitable for both theoretical and applied analyses in Oghuz languages. This study provides new data and methodological insights that are valuable for natural language processing, translation technologies, and comparative Turkology.

Keywords: Non-Finite Verbs, Oghuz Languages, Dependency Grammar, Participles, Adverbial Verbs, Uzbek Dialects



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Artificial Intelligence in Strategic Defense Cooperation: Analyzing the Pakistan-Russia Partnership in a Multipolar World

Mr. Muneeb Aurangzeb

M.Phil. Scholar Department of International Relations
Federal Urdu University of Arts, Sciences & Technology, Karachi
muneeb.ir@fuuast.edu.pk
Orcid: 0009-0003-0580-3574

Asst. Prof. Dr. Syed Shuja Uddin

International Relations
The Federal Urdu University of Arts, Science & Technology
dr.shuja.ir@fuuast.edu.pk
Orcid: 0009-0008-8359-9915

ABSTRACT

This research paper will highlight the necessity of Artificial intelligence in Pakistan and Russia's defense ties and broader security cooperation concerning changes in the global political situation. This study discusses and explains how AI is going to change national security dynamics and AI warfare is the future of national security. This work will analyze the potential roles of AI and the functions of global security challenges and opportunities. Qualitative research methods will use to explain strategic collaborations in defense, energy sector cooperation, and regional connectivity. Structural realism defines and analyses concepts, such as balance of power, security dilemma, defensive realism, chain gaining, and bandwagon in the context of emerging powers in the weak unipolar regime and the increase in the complexities of the multiplex world order. Additionally Shanghai Cooperation Organization (SCO) and the Eurasian Economic Union (EAEU) also discuss providing a gateway to a new era of relations between both states in international frameworks. The strategic defense bonds between Pakistan and Russia is inevitable to the national interests of both states and regional peace and stability. National interest is the constant element in international relations and derive states to formulate relations accordingly. The goal of the research is to find out the opportunities for cooperation that will strengthen the regional power and prepare counter policy or doctrine for AI warfare.

Keywords: Pakistan, Russia, Artificial Intelligence, Structural Realism, Multiplex World Order, SCO, EAEU, And AI Warfare.

Müşteri Güveninin Zedelenmesi: Solmuş Poster Metaforu

Assoc. Prof. Dr. Aysel ARSLAN

Ondokuz Mayıs University

aysel.arslan@omu.edu.tr

Orcid: 000-0002-4973-7957

ÖZET

21. yüzyılın örgütsel yaşama kazandırdıklarını yenilik, değişim ve dijitalleşme ile özleştirirken, eskiden çok önemli olan örgütsel değerlerin ise zayıfladığı düşünülmektedir. İşletmeler için oldukça önemli olan, belki de kuruluş amaçları olan bu değerlerin, artan rekabet ortamında maalesef duvarda asılı, tozlu bir tabloya dönüştüğünü söylemek zor olamayacaktır. Günümüz işletmelerinde sevgi, saygı, minnet, hoşgörü ya da güler yüzlü hizmet anlayışının yerine, “daha çok kazanmak” düşüncesi hakimiyetine hepimiz şahit olmuşuzdur. Eğer bir işletmenin varlığı ihtiyaçtan doğuyorsa, müşteri için en önemli olan güven ihtiyacını değer sunarak ve hissettirerek karşılamalıdır. Bir örgüt değerleri ile var olur, tanınır ve güvenilir. Güven duygusu müşteriler için çok önemlidir ve müşteri sadakatının anahtarıdır. Eski dükkan duvarlarını süsleyen güzel sözler aynı zamanda o işletmenin değer yargılarını yansıtan, güven duygusunu hissedilmesine yardımcı olan posterler olarak önem taşımaktadır. Bu çalışmada solmuş poster metaforu olarak, örgütsel değerlerin sadece yazılı olarak kaldığı, hatta solduğu düşüncesinden hareketle örgütsel işleyişte önemsenmediği ya da önemseniyormuş gibi görünmesi üzerinde durulmak istenmiştir. Bu durumun ise müşteride güven duygusunun zedelenmesine ve müşteri sadakatının olumsuz etkilenmesine yol açacağı ifade edilmek istenmiştir. Örgütsel değerlerin sadece yazıda kalmaması gerektiği konusunda farkındalık oluşturmak amaçlanmıştır.

Anahtar Kelimeler: Solmuş Poster, Örgüt, Müşteri, Güven

Erosion of Customer Trust: The Faded Poster Metaphor

ABSTRACT

While innovation, change, and digitalization are equating the contributions of the 21st century to organizational life, it is believed that organizational values, once so important, are weakening. These values, which were crucial for businesses and perhaps their founding purpose, have unfortunately become a dusty painting on a wall in the increasingly competitive environment. We have all witnessed the dominance of the "earn more" mentality in today's businesses, rather than the values of love, respect, gratitude, tolerance, or friendly service. If a business exists out of necessity, it must meet the customer's paramount need for trust by offering and demonstrating it. An organization exists, is recognized, and is trusted by its values. Trust is crucial for customers and is the key to customer loyalty. The beautiful words adorning old shop walls are also important, as they reflect the company's values and foster a sense of trust. This study, based on the faded poster metaphor, aims to address the notion that organizational values remain merely written down or fade, and thus are disregarded or perceived as such in organizational functioning. The point is that this situation will undermine customer trust and negatively impact customer loyalty. The aim is to raise awareness that organizational values should not be limited to mere written text.

Keywords: Faded Poster, Organization, Customer, Trust



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Social Work for Sustainable Futures: Empowering Communities in Times of Crisis

Ass. Professor Olga Katsiani

Department of Social Work, Democritus University of Thrace, Greece
olkatsia@sw.duth.gr
Orcid: 0009-0001-2479-4250

Ass. Professor George Filippidis

Department of Social Work, Democritus University of Thrace, Greece
geofilip@sw.duth.gr
Orcid: 0009-0001-3690-9617

Ass. Professor Aikaterini Oikonomou

Department of Social Work, Hellenic Mediterranean University, Greece
katoik@hmu.gr
Orcid: 0009-0003-5889-9645

ABSTRACT

The contemporary world is characterized by a succession of interconnected crises- environmental, social economic, and humanitarian – highlighting the urgent need for new forms of social and ecological resilience. Social work, as a profession and discipline grounded in social justice and human well – being, plays a crucial role in crisis management and the promotion of sustainability.

This presentation explores how the principles of ecological and sustainable social work can strengthen community resilience in contexts affected by climate change, poverty, and social exclusion. Drawing on examples of community- based interventions, it emphasizes empowerment, participation, and collective action as essential tools for social transformation.

In parallel, the paper discusses the philosophical and ethical dimensions of sustainability – such as care, interdependence, and responsibility toward future generations -which can enrich both professional practice and social work education.

Ultimately, it proposes a holistic framework for ‘sustainable social work’ that bridges micro – level psychosocial support with macro -level advocacy for social and environmental justice. By intergrading practice, ethics, and interdisciplinary collaboration, social work emerges as a key agent in navigating global challenges and co -creating resilient, equitable, and sustainable communities in an era of uncertainty.

Keywords: Social Work, Sustainability, Multifactorial Crises, Social Justice, Community Empowerment.

Moda Tasarım gelişimi, Moda Trendleri ve Toplumun Gelir Seviyeleri Arasındaki İlişki: Bir Analiz

Alireza Moslemi

Nişantaşı University

alirezamoslemi_design@yahoo.com

Orcid: 0009-0008-6895-8289

ÖZET

Moda endüstrisi, toplumun farklı gelir seviyelerindeki insanları etkileyen karmaşık ve zor özelliklere sahiptir. Bu makale, gelir düzeylerinin moda endüstrisi üzerindeki etkisini ve sürdürülebilirliğin sağlanması için önerileri tartışmaktadır. Giriş bölümünde, moda endüstrisinin ekonomik, sosyal ve kültürel önemi vurgulanmaktadır. Odak noktası, moda endüstrisinin genel dinamikleri ve aylık ve yıllık gelir seviyelerine göre değişen tüketici davranışlarıdır. Bölümde, gelir düzeylerinin moda endüstrisi üzerindeki etkisi incelenmekte, lüks ve uygun fiyatlı markalar arasındaki tüketici tercihleri ve pazar dinamikleri açıklanmaktadır. Gelir düzeyi yüksek olan kişiler marka kalitesine odaklanırken, orta ve düşük gelir düzeyindeki tüketiciler fiyat, satın alınabilirlik ve performans dengesine daha fazla önem vermektedir. Sürdürülebilirlik bölümünde, moda endüstrisinin çevresel ve sosyal sorumlulukları tartışılmaktadır. Sürdürülebilir üretim yöntemlerinin benimsenmesi, geri dönüştürülebilir malzemelerin kullanılması ve kapsayıcı moda seçeneklerinin sunulması gibi çözüm önerilerine değiniliyor. Sonuç olarak, moda sektörünün sürdürülebilirlik ve etik ilkelerle daha çevre dostu bir yaklaşıma yönelmesi gerektiği vurgulanmaktadır. Ayrıca bu bağlamda alınabilecek önlemler ve sektörün gelecekteki eğilimleri üzerinde durulmaktadır.

Anahtar Kelimeler: Moda Endüstrisi, Tüketici Davranışları, Sürdürülebilirlik, Gelir Düzeyleri, Çevresel Etki

The Relationship Between Fashion Design Development, Fashion Trends, and Society's Income Levels: An Analysis

ABSTRACT

The fashion industry possesses complex and challenging characteristics that impact individuals across different income levels in society. This article discusses the influence of income levels on the fashion industry and proposes recommendations for ensuring sustainability. The introduction highlights the economic, social, and cultural significance of the fashion industry. The focus is on the general dynamics of the fashion industry and consumer behaviors that vary according to monthly and annual income levels. The section examines the impact of income levels on the fashion industry, explaining consumer preferences and market dynamics between luxury and affordable brands. While high-income individuals focus on brand quality, middle- and low-income consumers prioritize price, affordability, and performance balance. The sustainability section discusses the environmental and social responsibilities of the fashion industry. Solutions such as adopting sustainable production methods, using recyclable materials, and offering inclusive fashion options are addressed. In conclusion, it is emphasized that the fashion industry should adopt a more environmentally friendly approach guided by sustainability and ethical principles. Additionally, measures that can be taken in this context and the future trends of the industry are discussed.

Keywords: Fashion Industry, Consumer Behavior, Sustainability, Income Levels, Environmental Impact

TRX Süspansiyon Antrenmanının Nörolojik Rehabilitasyonda Hareketlilik ve Kas Kontrolünü Desteklemesi

Mahdis Moslemi

Nişantaşı University

mos_mah@yahoo.com

Orcid: 0009-0008-8825-0253

ÖZET

TRX Süspansiyon Antrenmanı, nörolojik rahatsızlıkları olan bireylerde hareketlilik, kas kontrolü ve fonksiyonel iyileşmeyi hedefleyen etkili bir nörorehabilitasyon aracı olarak öne çıkmaktadır. TRX yöntemlerinin kullanımı, vücut ağırlığı direncini dengesiz bir ortamda kullanarak görev odaklı, uyarlanabilir egzersizler aracılığıyla nöromüsküler koordinasyonu, merkez (core) stabilitesini ve propriosepsiyonu geliştirebilir. Bu makalede, TRX Süspansiyon Antrenmanının nörolojik rehabilitasyonda hareketlilik ve kas kontrolünü nasıl desteklediğini değerlendirmek amacıyla bir derleme çalışması yapılmıştır. Çeşitli kanıtlar, kuvvet artışı (proksimal/distal kaslar), dinamik denge ve eklem hareketliliğinin geliştiğini; aynı zamanda tekrarlayıcı hareketler yoluyla nöroplastisiteyi teşvik ettiğini göstermektedir. Çalışmalarda, hareket asimetrisinin düzelmesi (örneğin squat sırasında kalça addüksiyonunun azalması), duruş kontrolünün iyileşmesi (örneğin Y-Balance Testindeki gelişmeler) ve fonksiyonel performansın artması (örneğin sarkopenide yürüme hızının artması) gibi faydalar vurgulanmıştır. TRX aynı zamanda beyin-yolları üzerindeki nörobilişsel süreçleri de aktive ederek beyin hasarı sonrası motor iyileşmeye katkıda bulunur; ancak statik denge üzerindeki etkisi sınırlı kalmaktadır. En önemli avantajları arasında zorluk seviyesinin kademeli olarak ayarlanabilmesi, psikolojik motivasyon sağlaması ve minimum ekipman gereksinimi bulunur. Bununla birlikte, optimal antrenman parametreleri, statik denge entegrasyonu ve nöroplastisite mekanizmaları konularında hâlâ araştırma boşlukları mevcuttur.

Anahtar Kelimeler: TRX Süspansiyon Antrenmanı, Nörorehabilitasyon, Nöromüsküler Kontrol, Dinamik Denge, Nöroplastisite

How TRX Suspension Training Supports Mobility and Muscle Control in Neurological Rehabilitation

ABSTRACT

As an outstanding neurorehabilitation tool, TRX Suspension Training has emerged for individuals with neurological conditions, targeting mobility, muscle control, and functional recovery. The use of TRX methods can enhance neuromuscular coordination, core stability, and proprioception through task-specific, adaptable exercises by leveraging bodyweight resistance in an unstable environment. In the present paper, a review study was conducted to evaluate how TRX Suspension training supports mobility and muscle control in neurological rehabilitation. There are many evidences in terms of improving strength (proximal/distal muscles), dynamic balance, and joint mobility while promoting neuroplasticity via repetitive movements. Studies highlighted benefits such as corrected movement asymmetry (e.g., reduced hip adduction in squats), improved postural control (e.g., Y-Balance Test gains), and functional performance (e.g., gait speed in sarcopenia). TRX also engages neurocognitive pathways, aiding motor recovery post-brain injury, though its impact on static balance remains limited. As the most important advantages include progressive difficulty customization, psychological motivation, and minimal equipment requirements. However, gaps persist in optimal training parameters, static balance integration, and neuroplasticity mechanisms.

Keywords: TRX Suspension Training, Neurorehabilitation, Neuromuscular Control, Dynamic Balance, Neuroplasticity

Azerbaycan Cumhuriyeti'nin Askeri Alanda Uluslararası İşbirliği İlişkilerinin Mevcut Durumu ve Beklentileri

Gülare BAĞIROVA

Azerbaycan Cumhuriyeti Cumhurbaşkanına bağlı
Kamu Yönetimi Akademisi
doktorantura-dia@mail.ru
Orcid:0000-0002-3117-3399

ÖZET

Azerbaycan Cumhuriyeti, günümüzde hem ülke hem de bölgenin güvenliğini sağlamak, ayrıca başlatıcısı olduğu önemli enerji ve ulaştırma projelerine destek olmak, ordunun muharebe kabiliyetini güçlendirmek, orduyu modern silah ve teçhizatla donatmak amacıyla yabancı devletler ve uluslararası kuruluşlarla askeri işbirliğini genişletmektedir. Yabancı devletlerin askeri kurum başkanları ve heyetleriyle yapılan görüşmeler, diğer ülkelerin ordularıyla yapılan ortak tatbikatlar, askeri-teknik alanda ortak projeler bunu söylememize zemin oluşturuyor. Makalede, modern dönemde Azerbaycan Cumhuriyeti ile yabancı devletler arasında askeri alanda ikili ve çok taraflı işbirliği ilişkilerinin gelişiminin dinamikleri ve perspektifleri, ayrıca bu ilişkilerin Azerbaycan'ın askeri güvenliğinin sağlanmasındaki rolü incelenmektedir.

Anahtar Kelimeler: Azerbaycan, Yabancı Devletler, Askeri İş Birliği, Askeri-Teknik İş Birliği, Ortak Askeri Tatbikatlar

The current state and prospects of international cooperation in the military field of the Republic of Azerbaijan

ABSTRACT

The Republic of Azerbaijan is currently expanding its military cooperation with foreign states and international organizations to ensure national and regional security, as well as the security of major energy and transportation projects it has initiated. This cooperation also aims to strengthen the combat capability of the armed forces and equip them with modern weapons and technology. Meetings with military officials and delegations from foreign states, joint exercises with the armies of other countries, and collaborative military-technical projects provide grounds for this.

The article examines the dynamics and prospects of the development of bilateral and multilateral military cooperation between the Republic of Azerbaijan and foreign states in the modern era, as well as the role of these relations in ensuring the military security of Azerbaijan.

Keywords: Azerbaijan, Foreign States, Military Cooperation, Military-Technical Cooperation, Joint Military Exercises



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The Second Karabakh War: Successes in the Military, Diplomatic, and Information Spheres

Parvin Ibrahimova

Ph.D. candidate, Department of International Relations and Foreign Affairs,
Academy of Public Administration under the President of the Republic of
Azerbaijan

parvin.ibrahim.m@gmail.com

Orcid: 0009-0001-9300-8073

ABSTRACT

The history, causes, course, and consequences of wars around the world are studied from different perspectives. A new war has also been added to military history: the Second Karabakh War, which ended with the victory of the Republic of Azerbaijan. The Second Karabakh War can also be described as a hybrid war. It was fought with new-generation weapons, using modern technology and military equipment, and involved the application of new combat strategies. In this regard, this organized war can be considered the main achievement of the Azerbaijani Armed Forces during the period of independence.

In the modern era, a country's position in the information space and its propaganda efforts are key factors that influence its success. During the Second Karabakh War, Azerbaijani intellectuals, youth, and students actively participated in the “war” within the information space, presenting the historical roots of the conflict and the injustices the Azerbaijani people endured for nearly 30 years to the global community through various platforms. The Commander-in-Chief of the Armed Forces, Ilham Aliyev, also led the struggle in the information sphere.

The object of the study is the complex system of activities carried out by Azerbaijan in the Second Karabakh War — that is, the joint management of military operations, diplomatic initiatives, and information policy. The article highlights the factors that led to the start of the war, the combat path of the Azerbaijani Army, and how the global media portrayed the conflict. The author also analyzes President Ilham Aliyev’s interviews and statements..

Keywords: The Second Karabakh War, Military Successes, Hard Power, Information War, Diplomatic Balance.

Dijital İyi Oluş Alanındaki Yayınların VOSviewer ile İncelenmesi

Dr. Öğr. Üyesi Şerife KARAGÖZ

Avrasya Üniversitesi

srfkrz1992@gmail.com

Orcid: 0000-0002-2542-1026

Dr. Öğr. Üyesi Fatma Yılmaz

Avrasya Üniversitesi

fatma.yilmaz@avrasya.edu.tr

Orcid: 000-0002-2288-4105

Dr. Öğr. Üyesi Nihal Arıcan KAYGUSUZ

Avrasya Üniversitesi

nihalarican.kaygusuz@avrasya.edu.tr

Orcid: 0009-0004-3851-9243

ÖZET

Bu çalışmada, “digital wellbeing” (dijital iyi oluş) kavramının yazındaki kullanımını incelemek, bu kavrama yönelik eğilimleri belirlemek ve yazındaki boşlukları tespit etmek amaçlanmıştır. VOSviewer programı ve Scopus veri tabanı kullanılarak, 251 çalışma üzerinden bibliyometrik analizler gerçekleştirilmiştir. Analizler, dijital iyi oluş araştırmalarının yıllar içinde giderek artan bir ilgi gördüğünü ve özellikle son yıllarda bilimsel araştırma gündeminde önemli bir konuma ulaştığını ortaya koymaktadır. Çalışmaların büyük çoğunluğunun makale ve bildiri formatında gerçekleştirildiği, kitap ve derleme türlerinin ise sınırlı sayıda yer aldığı belirlenmiştir. Disiplinler açısından değerlendirildiğinde, Bilgisayar Bilimi ve Sosyal Bilimler alanları öne çıkmakta; Tıp, Psikoloji, Mühendislik ve Sanat ile Beşerî Bilimler alanlarında da belirgin bir temsil bulunmaktadır. Matematik, İşletme, Yönetim ve Muhasebe, Karar Bilimleri ve Hemşirelik gibi alanlarda çalışmalar daha sınırlıdır. Uluslararası iş birliği açısından, Birleşik Krallık, ABD ve İtalya alanın akademik etkinliğinde merkez konumunda olup; kurumlar düzeyinde ise Polytechnic University of Turin, University of Hamad Bin Khalifa ve University of Bournemouth öne çıkmaktadır. Anahtar kelime analizleri, alanın temel araştırma eğilimlerini yansıtmaktadır. “digital wellbeing”, “wellbeing” ve “internet addiction” ifadeleri hem güçlü bağlantılara sahip hem de en sık kullanılan terimler arasında yer almaktadır. Genel olarak bulgular, dijital iyi oluş araştırmalarının disiplinlerarası ve uluslararası boyutta giderek artan bir ilgiye sahip olduğunu ve alanın teknolojik, sosyal ve psikolojik boyutlarını kapsayacak şekilde çeşitlendiğini ortaya koymaktadır.

Anahtar Kelimeler: Dijital İyi Oluş, İyi Oluş, VOSviewer.

Analysis of Publications in the Field of Digital Wellbeing Using VOSviewer

ABSTRACT

This study aims to examine the use of the concept of “digital wellbeing” in the literature, identify research trends, and highlight gaps in the field. Bibliometric analyses were conducted on 251 publications using the VOSviewer software and the Scopus database. The analyses indicate that research on digital wellbeing has received increasing attention over the years and has become an important topic on the scientific research agenda in recent years. The majority of the studies were published as articles and conference papers, while books and review papers were relatively limited. In terms of disciplines, Computer Science and Social Sciences are the most represented fields, followed by notable contributions from Medicine, Psychology, Engineering, and Arts and Humanities. Studies in Mathematics, Business, Management and Accounting, Decision Sciences, and Nursing were relatively limited. Regarding international collaboration, the United Kingdom, the United States, and Italy emerge as central contributors to academic activity in the field, while institutions such as Polytechnic University of Turin, University of Hamad Bin Khalifa, and University of Bournemouth stand out at the institutional level. Keyword analyses reflect the main research trends in the field. “Digital wellbeing,” “wellbeing,” and “internet addiction” are the most frequently used keywords with strong interconnections, indicating a particular focus on individuals’ psychological well-being, digital media use, and internet addiction. Overall, the findings demonstrate that research on digital wellbeing is increasingly interdisciplinary and international, encompassing technological, social, and psychological dimensions.

Keywords: Digital Wellbeing, Wellbeing, VOSviewer

Yalnız Seyahat Eden Kadınların Seyahat Motivasyonları, Seyahat Kısıtları ve Seyahat Deneyimleri: Nevşehir İli Örneği

Hasene Nur GÖK

Nevşehir Hacı Bektaş Veli University
hasenenuregribas@gmail.com
Orcid: 0000-0002-3638-7310

Prof. Dr. Şule AYDIN

Nevşehir Hacı Bektaş Veli University
suleaydin@nevsehir.edu.tr
Orcid: 0000-0002-8760-643X

ÖZET

Bu çalışmanın amacı, yalnız seyahat eden kadınların temel seyahat motivasyonları, karşılaştıkları kısıtları ve seyahatlerinde elde ettikleri deneyimleri görüşme yoluyla derinlemesine incelemektir. Araştırmada nitel araştırma yöntemlerinden yarı yapılandırılmış görüşme tekniği kullanılmıştır. Toplamda 23 yalnız kadın gezgin ile yüz yüze görüşmeler gerçekleştirilmiştir. Veriler Nevşehir ilinde toplanmış ve içerik analizi yöntemiyle analiz edilmiştir. Bulgular, seyahat motivasyonları, seyahat kısıtları ve seyahat deneyimleri olmak üzere üç ana tema altında ele alınmıştır. Yalnız kadın gezginlerin tek başına seyahate çıkma motivasyonlarının "özgürlük, yeni yerler keşfetmek, yeni insanlar tanımak, dinlenmek, bulunduğu yerden uzaklaşmak, eğitim (kendini geliştirme)" gibi unsurlardan oluştuğunu ortaya koymaktadır. Temel seyahat kısıtları olarak "güvenlik endişesi, finansal yetersizlik, zaman ve özellikle yurt dışı seyahatlerinde dil bariyeri" öne çıkmıştır. Öte yandan, yalnız seyahat deneyiminin kadınlar için özgür biçimde hareket etme, bireysel karar alma ve kendini tanıma fırsatı sunduğunu ortaya koymaktadır. Aynı zamanda kişisel gelişime katkı sağladığı ve özgüveni artırdığı için gelecekte yeniden yalnız seyahat etme isteğini güçlendirdiği belirlenmiştir.

Anahtar Kelimeler: Yalnız Seyahat, Yalnız Seyahat Eden Kadınlar, Seyahat Motivasyonları, Seyahat Kısıtları, Deneyim, Nevşehir.

Travel Motivations, Travel Constraints, and Travel Experiences of Solo Female Travelers: The Case of Nevşehir Province

ABSTRACT

The aim of this study is to examine in depth the main travel motivations, constraints, and experiences of women who travel alone. The research employed a qualitative approach using the semi-structured interview technique. In total, face-to-face interviews were conducted with 23 solo female travelers. The data were collected in the province of Nevşehir and analyzed through content analysis. The findings were categorized under three main themes: travel motivations, travel constraints, and travel experiences. The motivations for solo travel among women included factors such as freedom, discovering new places, meeting new people, relaxation, escaping from routine, and personal development (self-improvement). The main travel constraints were identified as safety concerns, financial limitations, lack of time, and language barriers, particularly during international travels. Furthermore, the study reveals that solo travel provides women with opportunities for autonomy, independent decision-making and self-discovery. It also contributes to their personal development and enhances self-confidence, thereby strengthening their desire to travel alone again in the future.

Keywords: Solo Travel, Solo Female Travelers, Travel Motivations, Travel Constraints, Experiences.

Avrupa Birliği'nin Türkiye'de Kamu Yönetimi Reformlarına Hukuki Etkisi

Prof. Dr. Serdar Kenan GÜL

Kastamonu Üniversitesi, Siyaset Bilimi ve Kamu Yönetimi Bölümü

skgul@kastamonu.edu.tr

Orcid: 0000-0002-4771-9202

Sinem Nur MÜTEVELLİ

Avukat, Kastamonu Üniversitesi, Lisansüstü Eğitim Enstitüsü

Siyaset Bilimi ve Kamu Yönetimi Ana Bilim Dalı

Yüksek Lisans Öğrencisi

241155023@ogr.kastamonu.edu.tr

Orcid: 0009-0009-7226-4455

ÖZET

Bu çalışma, Avrupa Birliği'nin (AB) Türkiye'de kamu yönetimi alanındaki reformlara olan hukuki etkisini incelemektedir. Türkiye'nin AB üyeliği hedefi doğrultusunda yürütülen müzakere süreci, yalnızca mevzuat uyumunu değil, aynı zamanda kamu yönetiminin yapısal olarak dönüşümünü de gerekli kılmıştır. Bu bağlamda, Katılım Ortaklığı Belgesi, Ulusal Programlar ve AB İlerleme Raporları gibi temel belgeler ışığında gerçekleştirilen reformlar; mali disiplin, şeffaflık, yargı bağımsızlığı, yerelleşme ve veri koruma gibi birçok alanda yeni düzenlemeleri beraberinde getirmiştir. 5018 sayılı Kamu Mali Yönetimi ve Kontrol Kanunu, 657 sayılı Devlet Memurları Kanunu'nda yapılan değişiklikler, 6698 sayılı Kişisel Verilerin Korunması Kanunu ve yerel yönetimlere ilişkin düzenlemeler, AB'nin yönlendirici etkisini somut biçimde ortaya koyan başlıca örnekler olarak değerlendirilebilir. Bununla birlikte, söz konusu reformların uygulanabilirliği; siyasi irade, bürokratik direnç ve toplumsal kabullenme gibi faktörlerden etkilendiği için sürecin sürdürülebilirliği zaman zaman aksamıştır. Bu çalışma, AB'nin dönüştürücü gücünün Türkiye'de kamu yönetimi üzerindeki etkisini çok boyutlu biçimde analiz etmeyi ve reformların geleceğe yönelik politika önerileri sunmayı amaçlamaktadır.

Anahtar Kelimeler: Avrupa Birliği, Türkiye, Kamu Yönetimi Reformu, Hukuki Uyum, Kurumsal Dönüşüm

The Legal Impact of the European Union on Public Administration Reforms in Turkey

ABSTRACT

This study examines the legal impact of the European Union (EU) on public administration reforms in Turkey. In line with Turkey's goal of EU membership, the negotiation process has necessitated not only legislative harmonization but also a structural transformation of public administration. In this context, reforms carried out in the light of key documents such as the Accession Partnership, National Programs, and EU Progress Reports have introduced new regulations in various areas, including fiscal discipline, transparency, judicial independence, decentralization, and data protection. The Public Financial Management and Control Law No. 5018, the amendments to the Civil Servants Law No. 657, the Law on the Protection of Personal Data No. 6698, and the legislative arrangements concerning local administrations are among the main examples that concretize the EU's guiding influence. However, the implementation of these reforms has occasionally been hindered by factors such as political will, bureaucratic resistance, and societal acceptance, thereby affecting the sustainability of the process. This study aims to analyze the multidimensional effects of the EU's transformative power on Türkiye's public administration and to offer policy recommendations for the future of these reforms.

Keywords: European Union, Türkiye, Public Administration Reform, Legal Harmonization, Institutional Transformation

Kamu Yönetiminde Dijital Dönüşüm: Yapay Zekâ ve Büyük Verinin Rolü ve Etkileri

Prof. Dr. Serdar Kenan GÜL

Kastamonu Üniversitesi, Siyaset Bilimi ve Kamu Yönetimi Bölümü

skgul@kastamonu.edu.tr

Orcid: 0000-0002-4771-9202

Kübra Aysima YAZKAN

Kastamonu Üniversitesi, Lisansüstü Eğitim Enstitüsü

Siyaset Bilimi ve Kamu Yönetimi Ana Bilim Dalı

Yüksek Lisans Öğrencisi

241155026@ogr.kastamonu.edu.tr

Orcid: 0009-0006-2101-9992

ÖZET

Bu çalışma, yapay zekâ ve büyük veri teknolojilerinin kamu yönetiminde üstlendiği dönüştürücü rolü incelemektedir. Bu teknolojiler, kamu yönetiminin verimliliğini artırmakta, şeffaflığı güçlendirmekte ve vatandaş odaklı hizmet anlayışını geliştirmektedir. Ayrıca kamu hizmetlerinin sunumunu hızlandırmakta ve karar alma süreçlerini veri temelli bir yapıya dönüştürmektedir. Yapay zekâ ve büyük veri; hizmet otomasyonu, stratejik karar desteği, toplumsal eğilimlerin analizi ve kaynakların etkin yönetimi gibi alanlarda etkili biçimde kullanılmaktadır. Çalışma, bu teknolojilerin kamu yönetimi üzerindeki etkilerini Türkiye, Güney Kore ve Avrupa örnekleri üzerinden karşılaştırmalı olarak ele almaktadır. Bu ülkeler, dijitalleşme politikaları ve yapay zekâ uygulamaları sayesinde kamu hizmetlerinin kalitesini artırmış ve yönetsel verimlilikte önemli ilerlemeler sağlamıştır. Bununla birlikte, yapay zekâ ve büyük veri kullanımı etik, hukuki ve güvenlik temelli sorunları da beraberinde getirmektedir. Kişisel verilerin korunması, algoritmik şeffaflık, dijital güvenlik ve etik ilkeler, bu teknolojilerin kamu yönetimine başarılı biçimde entegre edilmesi açısından kritik öneme sahiptir. Bu bağlamda, kamu yönetiminde kullanılan yapay zekâ sistemlerinin şeffaf, adil ve hesap verebilir olması gerektiği vurgulanmaktadır. Sonuç olarak, yapay zekâ ve büyük veri teknolojilerinin kamu yönetiminde proaktif, tahmine dayalı ve kişiselleştirilmiş politika geliştirme süreçlerine yön vereceği öngörülmektedir. Bu dönüşümün yalnızca teknolojik değil, aynı zamanda yönetim anlayışı ve kurumsal yapı açısından da köklü değişimleri beraberinde getirmesi beklenmektedir.

Anahtar Kelimeler: Kamu Yönetimi, Yapay Zekâ, Büyük Veri, Dijital Dönüşüm, Yönetişim, Etik

Digital Transformation in Public Administration: The Role and Impacts of Artificial Intelligence and Big Data

ABSTRACT

This study examines the transformative role of artificial intelligence (AI) and big data technologies in public administration. These technologies enhance efficiency, transparency, and a citizen-oriented service approach, while accelerating the delivery of public services and making decision-making processes more data-driven. AI and big data are effectively utilized in areas such as service automation, strategic decision support, social trend analysis, and efficient resource management. The study comparatively analyzes the impacts of these technologies on public administration through examples from Türkiye, South Korea, and Europe. These countries have improved the quality of public services and achieved significant gains in administrative efficiency through digitalization policies and AI applications. However, using AI and big data also brings ethical, legal, and security-related challenges. Data protection, algorithmic transparency, digital security, and ethical principles are critical for successfully integrating these technologies into public administration. In this context, AI systems employed in public institutions should be transparent, fair, and accountable. In conclusion, AI and big data technologies are expected to lead public administration toward proactive, predictive, and personalized policy-making processes. This transformation is anticipated to bring about profound changes not only in the technological dimension but also in the governance approach and institutional structure of public administration.

Keywords: Public Administration, Artificial Intelligence, Big Data, Digital Transformation, Governance, Ethics



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Social Media Anxiety Among University Students

Tülay ŞAHİN

Cag University

shutulaysahin@gmail.com

Orcid: 0000-0002-2585-2483

Erdinç BALLI

Cukurova University

eballi@cu.edu.tr

Orcid: 0000-0001-5111-1868

ABSTRACT

This study examined social media anxiety among university students according to demographic variables.. The research was conducted using a descriptive survey model, and the sample consisted of 386 university students studying at Harran University. Data were collected using the Social Anxiety Scale for Social Media Users (SAS-SMU), and t-test and ANOVA analyses were performed. Findings indicated that students' social media anxiety levels were moderate. Female students had higher privacy and interaction anxiety than male students. A significant difference was found only in the privacy dimension in terms of age. "These results emphasize the importance of digital awareness and mental health programs among students."

Keywords: Social Media, Social Anxiety, Privacy Anxiety, University Students

Turizm Eğitimi Alan Öğrencilerin Turizmde Dijitalleşme Hakkında Görüşlerinin Tespit Edilmesi: Balıkesir Üniversitesi Örneği*

Ayşegül DEMİR

Balıkesir Üniversitesi
aayseguldemir@gmail.com
Orcid: 0000-0000-0000-0000

Ayşegül TEKİN

Balıkesir Üniversitesi
aysegultekin646464@gmail.com
Orcid: 0000-0000-0000-0000

Arş. Gör. Beste DEMİR

Balıkesir Üniversitesi
beste.demir@balikesir.edu.tr
Orcid: 0009-0007-4374-0294

ÖZET

Bu çalışmanın amacı, Balıkesir Üniversitesi'nde turizm eğitimi alan öğrencilerin turizmde dijitalleşme olgusuna ilişkin görüşlerinin belirlenmesidir. Bu amaç doğrultusunda, nitel araştırma yöntemlerinden görüşme tekniği kullanılmış ve amaçlı örnekleme yöntemi tercih edilmiştir. İlgili alan yazın incelenerek oluşturulan görüşme formu, uzman görüşüne sunulmuş ve son hâlini almıştır. Form, öğrencilerin teknolojik gelişmelere ilişkin farkındalık düzeylerini ve turizmde dijitalleşme hakkında görüşlerini tespit etmeye yönelik sorular içermektedir. Araştırma, gönüllülük esasına dayalı olarak yürütülmüş ve görüşmeler yüz yüze gerçekleştirilmiştir. Katılımcıların onayı alınarak yapılan görüşmeler ses kaydı aracılığıyla kaydedilmiş, ardından veriler yazılı forma dönüştürülmüştür. Elde edilen verilerin çözümlenmesinde nitel veri analiz programlarından yararlanılmıştır. Alan yazın incelemesi sonucunda, üniversite öğrencilerinin turizmde dijitalleşmeye ilişkin görüşlerini doğrudan ele alan bir çalışmaya rastlanmamıştır. Bu nedenle, araştırmanın bulgularının literatüre katkı sağlayacağı ve gelecekte yapılacak çalışmalara yön gösterici nitelikte olacağı düşünülmektedir. Araştırmanın sonuç bölümünde elde edilen bulgular, ilgili alan yazın çerçevesinde tartışılmış ve gelecekteki araştırmalara yönelik öneriler geliştirilmiştir.

Anahtar Kelimeler: Turizmde Dijitalleşme, Teknoloji Farkındalığı, Z Kuşağı

Determining the Opinions of Tourism Education Students on Digitalization in Tourism: The Case of Balıkesir University

ABSTRACT

The purpose of this study is to determine the opinions of students receiving tourism education at Balıkesir University regarding the phenomenon of digitalization in tourism. For this purpose, the interview technique, one of the qualitative research methods, was employed, and the purposive sampling method was adopted. The interview form was developed based on a review of the relevant literature and finalized after being submitted for expert evaluation. The form includes questions aimed at identifying students' levels of awareness regarding technological developments and their opinions on digitalization in tourism. The research was conducted on a voluntary participation basis, and the interviews were carried out face-to-face. With the participants' consent, the interviews were audio-recorded and later transcribed verbatim. In the analysis of the data, qualitative data analysis software was utilized. A review of the existing literature revealed that there are no previous studies directly examining university students' opinions on digitalization in tourism. Therefore, it is considered that the findings of this study will contribute to the literature and serve as a guide for future research. In the conclusion section, the findings were discussed in light of the relevant literature, and suggestions for future studies were presented.

Keywords: Digitalization in Tourism, Technology Awareness, Generation Z

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Yeşil Girişimcilik Öz Yeterliliği: Otel Çalışanları Üzerine Bir Araştırma

Mustafa Tamer TAŞKIN
Muğla Sıtkı Koçman Üniversitesi
mustafatamertaskin@mu.edu.tr
Orcid: 0009-0001-2669-0826

Prof. Dr. Işıl ARIKAN SALTİK
Muğla Sıtkı Koçman Üniversitesi
isilas@mu.edu.tr
Orcid: 0000-0002-3456-2787

ÖZET

Yeşil girişimcilik, ekonomik kazanç ile çevresel sürdürülebilirliği bir araya getiren çağdaş bir yaklaşım olarak önem kazanmıştır. Turizm sektörü, doğrudan çevreyle etkileşim içinde olması nedeniyle bu yaklaşımın en önemli uygulama alanlarından biridir. Yeşil girişimcilik öz yeterliliği, bireylerin çevre dostu iş fikirlerini hayata geçirme ve karşılaşılabilecekleri engelleri aşma konusundaki özgüvenlerini ifade eder. Bu çalışmada, otel çalışanlarının yeşil girişimcilik öz yeterlilik düzeyleri incelenmiş ve demografik değişkenlere göre farklılık gösterip göstermediği araştırılmıştır. Muğla ili Fethiye ilçesinde, sürdürülebilir turizm sertifikasına sahip beş yıldızlı otel çalışanlarından toplanan veriler nicel araştırma yöntemleri çerçevesinde analiz edilmiştir. Bulgular, cinsiyet, medeni durum, kuşak, eğitim ve gelir gibi demografik değişkenlere göre otel çalışanlarının yeşil girişimcilik öz yeterliğinde anlamlı bir farklılık olmadığını göstermektedir. Çalışma literatürde görece yeni bir kavram olan yeşil girişimcilik öz yeterliliği ve bu konuda yapılacak çalışmaların önemine ilişkin değerlendirmelerle tamamlanmıştır.

Anahtar Kelimeler: Yeşil Girişimcilik Öz Yeterliliği, Otel Yönetimi, Sürdürülebilir Turizm, Yeşil Girişimcilik

Green Entrepreneurial Self-Efficacy: A Study on Hotel Employees

ABSTRACT

Green entrepreneurship has gained significance as a contemporary approach integrating economic returns with environmental sustainability. The tourism sector, being in direct interaction with the environment, holds a critical position among areas where this approach can be applied. Green entrepreneurial self-efficacy reflects individuals' belief in their ability to realize eco-friendly business ideas and overcome obstacles. This study investigated hotel employees' levels of green entrepreneurial self-efficacy and whether it varied by demographic factors. Data were collected from hotel employees working in five-star hotels with sustainable tourism certification in Fethiye, Turkey. The findings revealed no significant differences in self-efficacy based on gender, marital status, generation, education, or income. The study concluded with an evaluation of the importance of green entrepreneurial self-efficacy, and with a discussion of the potential for further studies on the subject, which is a relatively recent area of research.

Keywords: Green Entrepreneurial Self-Efficacy, Hotel Management, Sustainable Tourism, Green Entrepreneurship



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Climate Change and Inflation in the MENA Region: A Panel Threshold Analysis

Taha NAMRI

Faculty of Laws, Economics, and Social Science,
Mohammed V University, 10000, Rabat, Morocco.
taha_namri@um5.ac.ma
Orcid: 0009-0008-4332-3930

Mohamed SAOU

Faculty of Laws, Economics, and Social Science,
Mohammed V University, 10000, Rabat, Morocco.
saou.mohammed.1999@gmail.com
Orcid: 0009-0004-9547-9145

Idriss El ABBASSI

Faculty of Laws, Economics, and Social Science,
Mohammed V University, 10000, Rabat, Morocco.
Idriss_elabbassi@yahoo.fr
Orcid: 0009-0004-7370-3919

ABSTRACT

The present study explores the non-linear repercussions of climate change overall and food inflation in the Middle East and North Africa (MENA) region. This investigation employs panel data from 16 countries, extending from the year 2000 to 2023, to elucidate the impacts. The study analyzes the influence of temperature and precipitation on CPI and food CPI and assesses the moderating role of institutional and macroeconomic factors.

A variety of factors have been identified as moderating the relationship between climate and CPI growth. These factors include government effectiveness and trade openness. The findings confirm the existence of a significant U-shaped relation between temperatures and prices in North Africa (NA)

It has been demonstrated that government effectiveness and trade openness play a pivotal role in enhancing climate resilience. The findings of this study align with previous research, indicating that precipitation exerts minimal and context-dependent effects on prices. The results obtained demonstrate the heterogeneity of climate vulnerabilities within the MENA region.

Keywords: Climate Change, Economic Growth, MENA region, Moderating effects, Institutional Quality, Threshold Effects, Panel Data.



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Marketing Strategies From A Social Psychology Perspective: A Conceptual Framework

Kader GÜLSEVER

Mersin Üniversitesi, Sosyal Bilimler Enstitüsü,
Turizm İşletmeciliği Bölümü, Türkiye
kadergulserver00128@gmail.com
Orcid: 0000-0001-5184-5730

Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI

Mersin Üniversitesi, Turizm Fakültesi,
Turizm İşletmeciliği Bölümü, Türkiye
inci.erdogan@mersin.edu.tr
Orcid: 0000-0002-4101-7111

ABSTRACT

Social psychology is a concept at the core of marketing activities. To understand and guide consumer behavior, the impact of social psychology on marketing should be considered. The research aims to conduct an in-depth examination of the inclusion of social psychology in marketing strategies. This study conducted a detailed literature review and database analysis. Consumer purchasing behavior can sometimes be simple and sometimes quite complex. Sometimes the goal is to fulfill a need, while other times the shopping process can be meaningful to consumers beyond the tangible benefits. Social psychology, as in many other areas, shapes individuals' consumption habits. Today's digital communication opportunities have increased social interaction and led individuals to make decisions, particularly regarding consumption choices, under the influence of their social environment. This allows them to gain social acceptance, develop a sense of belonging, and achieve status within society by shaping their self-identity through their consumption choices. The depth of how people relate to each other and their environment is revealed through the "social" aspect of social psychology. Individuals' thoughts, feelings, and behaviors are unique and influenced by the real or imagined existence of social norms. This study offers theoretical implications regarding the inclusion of social psychology in marketing strategies. Therefore, it would be beneficial to include social psychology in marketing strategies.

Keywords: Social Psychology, Marketing, Consumer Behavior



Alignment Between Aviation Graduates and Industry Demands: Implications for Human Resource Strategy

Elif Çağla AYDEMİR

Kocaeli Üniversitesi
255271004@kocaeli.edu.tr

Süleyman Nur Baki KÖRLÜ

Kocaeli Üniversitesi
255271005@kocaeli.edu.tr

Doç. Dr. Didem RODOPLU ŞAHİN

Kocaeli Üniversitesi
didem.rodoplu@kocaeli.edu.tr
Orcid: 0000-0002-1779-8472

ABSTRACT

The aviation sector occupies a strategic position in terms of the sustainability of transport infrastructure and global competitiveness. Technological transformation, international regulations and changing passenger expectations directly affect the workforce profile in this field, constantly reshaping the education-employment balance. In this context, the learning processes of students in aviation education and the post-graduation employment dynamics are critical not only in terms of individual career outcomes but also in terms of meeting the sector's need for qualified human resources. Therefore, monitoring the relationship between graduate/profile characteristics and the qualifications demanded by the business world enables the assessment of the alignment between sector actors and educational outcomes.

In this study, aviation sector job advertisements published on a career website operating in Turkey were evaluated as documents and qualitative content analysis was used. Within the scope of the research, the advertisements were systematically examined, coded and interpreted within the framework of the identified themes. When 'Aviation' was selected as the sector, 195 advertisements were found; when 'Air transport' was selected, 68 advertisements were found. Excluding the sector filter, 215 advertisements were found using the keyword "aviation" and 105 advertisements were found using the keyword 'aircraft'. As these queries partially captured the same advertisements again, these values were considered as a gross visibility indicator; it was observed that the volume of advertisements was sensitive to the search strategy used.

Overall, the findings indicate that despite high demand reflected in programme enrolment rates, online advertisement visibility reflects field-specific roles to a limited and scattered extent. This situation highlights the need to strengthen education-employment alignment by incorporating awareness of the certification ecosystem (EASA/SHGM context; Part-66/B1-B2, Part-145/147/21, SMS, DGR, etc.), foreign language proficiency, and field/internship-based learning opportunities need to be structured as more visible targets. The study provides an applicable assessment framework for policy and practice recommendations for qualified human resource planning in aviation by addressing quota-based supply indicators and online advertisement visibility together.

Keywords: Aviation Graduates, Career Opportunities, Higher Education, Qualitative Analysis

From Local Identity to Global Market: Geographical Indications in Mersin Province

Doç. Dr. İnci ERDOĞAN TARAKÇI

Mersin University

İnci.erdogan@mersin.edu.tr

Orcid: 0000-0002-4101-7111

Sevgi KARA

Mersin University

svgiikraa@gmail.com

Orcid: 0009-0009-5155-5675

ABSTRACT

Geographically indicated products are significant values that are identified with a specific region and reflect its natural, cultural, and human characteristics. These products play a strategic role not only in strengthening local economies but also in preserving cultural heritage. Mersin, one of Türkiye's major agricultural and food production centers, stands out with its ecological diversity and high production potential in terms of geographically indicated products. In this context, the present study aims to comprehensively evaluate the geographically indicated products of Mersin Province. The study emphasizes that geographical indications are not only economic instruments but also crucial elements in safeguarding cultural identity. For this purpose, the document analysis method was used to obtain data, benefiting from secondary data sources, with particular reference to the records of the Turkish Patent Institute as the primary reference. The findings reveal that Mersin possesses significant potential in terms of the diversity of geographically indicated products. In particular, products such as Mut olive oil, Anamur banana, Silifke yogurt, and Tarsus hummus contribute to the promotion of local identity both in the domestic market and within tourism activities. As a result, it has been concluded that the sustainable evaluation of geographically indicated products in Mersin—supported by branding, promotion, education, and rural development policies—will enhance the province's competitiveness both economically and culturally.

Keywords: Mersin, Geographically Indicated Product, Cultural Heritage, Tourism Marketing

Yerel Kimlikten Küresel Pazara: Mersin İlinde Coğrafi İşaretler

ÖZET

Coğrafi işaretli ürünler, belirli bir bölgeyle özdeşleşmiş, o yörenin doğal, kültürel ve beşerî unsurlarını yansıtan önemli değerlerdir. Bu ürünler hem yerel ekonomilerin güçlendirilmesinde hem de kültürel mirasın korunmasında stratejik bir rol oynamaktadır. Türkiye'nin önemli tarım ve gıda merkezlerinden biri olan Mersin, sahip olduğu ekolojik çeşitlilik ve üretim potansiyeliyle coğrafi işaretli ürünler bakımından dikkat çeken illerden biridir. Bu bağlamda gerçekleştirilen çalışma, Mersin ilindeki coğrafi işaretli ürünleri kapsamlı biçimde değerlendirmeyi amaçlamaktadır. Çalışma, coğrafi işaretlerin sadece ekonomik bir araç değil, aynı zamanda kültürel kimliğin korunmasında etkin bir unsur olduğunu vurgulamaktadır. Bu amaç doğrultusunda çalışmada veri elde etmek için doküman analizi yöntemi kullanılmış, ikincil veri kaynaklarından yararlanılmıştır ve özellikle Türkiye Patent Enstitüsü verileri temel kaynak olarak incelenmiştir. Elde edilen bulgular, Mersin'in coğrafi işaretli ürün çeşitliliği açısından önemli bir potansiyele sahip olduğunu göstermektedir. Özellikle Mut zeytinyağı, Anamur muz, Silifke yoğurdu ve Tarsus humusu gibi ürünlerin hem iç pazarda hem de turizm faaliyetlerinde yöresel kimliğin tanıtımına katkı sunduğu belirlenmiştir. Bu araştırmanın sonucunda, Mersin'deki coğrafi işaretli ürünlerin sürdürülebilir biçimde değerlendirilmesi; markalaşma, tanıtım, eğitim ve kırsal kalkınma politikalarıyla desteklendiğinde, ilin hem ekonomik hem de kültürel açıdan rekabet gücünü artıracak sonucuna varılmıştır.

Anahtar kelimeler: Mersin, Coğrafi İşaretli Ürün, Kültürel Miras, Turizm Pazarlaması



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The Role of Quaid-e-Azam Muhammad Ali Jinnah and Mustafa Kemal Atatürk in Shaping Modern Nation-States: A Comparative Study

Mr. Muhammad SAFDAR

The Islamia University of Bahawalpur, Pakistan (PhD Scholar)

safdarhanif978@gmail.com

Orcid: 0009-0004-4912-6031

ABSTRACT

State transformation into a nation-state fundamentally depends on visionary leaders who guide national evolution. The emergence of Pakistan through Quaid-e-Azam Muhammad Ali Jinnah, alongside the formation of modern Türkiye through Mustafa Kemal Atatürk, made these leaders essential founders. These two leaders adopted separate approaches in their leadership styles and governance structures based on the individual backgrounds of their times. Jinnah chose a constitutional and legal path to achieve Pakistan, advocating Muslim self-determination through political struggle, while Atatürk used secular nationalism and military authority to modernize Türkiye through institutional reforms. Despite their monumental contributions, there remains a significant research gap in comparing their policy applications, leadership styles, and long-term effects on their nations. The purpose of this study is to provide scholars and policymakers with a comparative analysis of historical political exploration, leadership studies, and governance discourses that can also be beneficial to the contemporary leaders of Muslim states, especially Pakistan and modern Türkiye, by using qualitative research methodology with descriptive analysis combined with comparative studies for evaluating the leadership methods of Quaid-e-Azam Muhammad Ali Jinnah and Mustafa Kemal Atatürk. This study will also provide a model for Muslim countries through which they can move towards political reforms while maintaining stable governance and a strong sense of national identity by examining the methods and strategies exercised by Quaid-e-Azam Muhammad Ali Jinnah and Mustafa Kemal Atatürk for the benefit of their respective nations.

Keywords: Nation-States, Secular Nationalism, Constitutional And Legal Path, Political Struggle

Göçebe Kültürden Turistik Deneyime: Yörük Kimliğinin Turizmdeki Rolü

Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI

Mersin University
İnci.erdogan@mersin.edu.tr
Orcid: 0000-0002-4101-7111

Sevgi KARA

Mersin University
svgiiikraa@gmail.com
Orcid: 0009-0009-5155-5675

ÖZET

Tarihsel süreçte Anadolu'nun sosyal ve kültürel dokusunun şekillenmesinde önemli bir yere sahip olan Yörük kültürü, günümüzde turizm sektörünün farklı alanlarında yeniden değer kazanmaktadır. Bu çalışma, göçebe yaşam biçiminin kültürel miras bağlamındaki önemini ele alarak Yörük kimliğinin turizmdeki rolünü incelemektedir. Araştırmanın temel amacı, Yörük kültürünün bir kültürel miras ögesi olarak tanıtılması, korunması ve turizme entegrasyonu yoluyla ekonomik ve kültürel sürdürülebilirliğe katkı sağlamaktır. Çalışma kapsamında Yörük kimliğinin turizmdeki rolü incelenmiştir. Mevcut akademik kaynaklar ve literatür taraması doğrultusunda değerlendirmeler yapılmış; nitel bir araştırma yöntemi kullanılmıştır. Elde edilen bulgular, Yörük kültürünün sahip olduğu geleneksel yaşam pratikleri, el sanatları, müzik, giyim kuşam, mutfak kültürü ve misafirperverlik gibi unsurların turistik deneyimlere dönüştürülebilecek yüksek potansiyele sahip olduğunu göstermektedir. Yörük kimliğinin turizm faaliyetlerinde özgün bir marka değeri oluşturabileceği, böylece yerel halkın ekonomik gelirini artırabileceği ve kültürel farkındalık yaratabileceği sonucuna ulaşılmıştır. Bu çalışma, Yörük kültürünün yalnızca geçmişin bir mirası olarak değil, aynı zamanda günümüz turizmine yön verebilecek dinamik bir değer olarak değerlendirilmesi gerektiğini ortaya koymaktadır. Bu bağlamda, yerel yönetimlerin, turizm paydaşlarının ve miras koruma girişimlerinin bu kültürel varlığı desteklemek ve sürdürmek için farkındalık yaratma çabalarını artırmaları önerilmektedir.

Anahtar Kelimeler: Yörük Kültürü, Kültürel Miras, Turizm, Sürdürülebilirlik

From Nomadic Culture To Touristic Experience: The Role of Yörük Identity in Tourism

ABSTRACT

The Yörük culture, which has played a significant role in shaping the social and cultural fabric of Anatolia throughout history, has recently regained value in various fields of the tourism sector. This study examines the importance of the nomadic lifestyle within the context of cultural heritage and explores the role of Yörük identity in tourism. The main aim of the research is to contribute to economic and cultural sustainability by promoting, preserving, and integrating Yörük culture as an element of cultural heritage into tourism. Within the scope of the study, the role of Yörük identity in tourism has been analyzed. Evaluations were made based on existing academic sources and literature review, and a qualitative research method was employed. The findings indicate that the traditional lifestyle practices, handicrafts, music, clothing, cuisine, and hospitality that characterize Yörük culture possess high potential to be transformed into unique touristic experiences. It was concluded that Yörük identity can create an authentic brand value in tourism activities, thereby increasing the economic income of local communities and fostering cultural awareness. This study reveals that Yörük culture should be regarded not only as a legacy of the past but also as a dynamic value capable of shaping contemporary tourism. In this context, it is recommended that local governments, tourism stakeholders, and heritage conservation initiatives enhance their efforts to raise awareness and support the preservation of this cultural asset.

Keywords: Yörük Culture, Cultural Heritage, Tourism, Sustainability



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Analysis of Financial Performance at the Department of Transportation of Asmat Regency Based on the Notes to the Financial Statements

Marietha Tethool

Master of Accounting, Universitas Trisakti, Indonesia
yetianthony.14asmat@gmail.com
Orcid: 0009-0009-8686-0215

Dr. Nurhastuty Kesumo Wardhani, SE, Ak, M.Si, CA, PhD

Master of Accounting, Universitas Trisakti, Indonesia
nurhastuti@trisakti.ac.id
Orcid: 0000-0002-2020-6802

Nurhafifah Amalina

Universitas Trisakti, Indonesia
nurhafifah@trisakti.ac.id
Orcid: 0009-0000-9986-6362

Rina Hartanti

Universitas Trisakti
rinahartanti@trisakti.ac.id
Orcid: 0009-0002-5828-3819

ABSTRACT

Financial performance is an important indicator in assessing the effectiveness of resource management at the Department of Transportation of Asmat Regency, which plays a strategic role in providing transportation infrastructure and supporting regional development. This study aims to identify and analyze key indicators of financial success, evaluate the effectiveness, efficiency, and financial independence of the Department of Transportation, and provide recommendations for improving financial performance based on the analysis results. The analysis refers to the latest regulations, such as Law No. 23 of 2014 and Government Regulation No. 12 of 2019, as well as applicable government accounting standards. The 2022–2023 budget realization data show challenges in utilizing limited budget allocations, leading to surpluses in certain expenditure accounts and potential deficits in accounts requiring larger allocations, particularly for infrastructure maintenance and development. This situation calls for a comprehensive evaluation to ensure that the budget is used effectively and efficiently in line with the needs of the Asmat Regency community. The results of this study are expected to enhance transparency, accountability, and public trust in the financial management of the Department of Transportation of Asmat Regency. Thus, sound financial management will support the achievement of regional development goals and improve the quality of transportation services for the community.

Keywords: Financial Performance, Department of Transportation of Asmat Regency, Budget Management



Evaluation of Bypassed Zone Potential in 10 By-Passed Zone of The SSN Field

Nur Esti PERMATASARI

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
permatasari.nuresti@yahoo.co.id
Orcid: 0009-0001-3028-2075

Rini SETIATI

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
rinisetiati@trisakti.ac.id
Orcid: 0000-0001-9243-062X

Suryo PRAKOSO

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
suryo_prakoso@trisakti.ac.id
Orcid: 0000-0002-5406-921X

Widia YANTI

Environment, Development, and Sustainability, Faculty of Graduate School,
Chulalongkorn University, Bangkok, Thailand
6488328820 @student.chula.ac.th
Orcid: 0000-0002-2173-3743

ABSTRACT

The SSN Field is a mature hydrocarbon field that requires an aggressive drilling program to increase oil production. Initially, the field utilized Oil-Based Mud (OBM) as the drilling fluid. However, due to the decline in oil prices, the operation switched to High-Performance Water-Based Mud (HPWBM) in 2019 for 15 wells to reduce drilling costs. The use of HPWBM resulted in challenges such as misinterpretation of well logging data and inconclusive Pressure Test/Fluid Analysis (PT/FA) results, which led to the identification of 10 by-passed zones from 83 unperforated zone.

In 2022, the M-300 well was drilled using OBM and successfully penetrated one of the bypassed zones located in 9 ft more updip position. Post-perforation, this zone produced 373 BOPD of oil and 0.93 MMSCFD of gas at M-300.

Following this success, The SSN Field petrophysics team updated the log data. The data from this re-evaluation were then reviewed using the method from SPE-196417-MS, which has been modified. The study reviewed recent log data from the petrophysics re-visit results, mud log data, production history of surrounding wells, and the mechanical condition of the wells to assess the potential production from this zone.

The results of this study indicate that 3 out of the 10 bypassed zones still have hydrocarbon potential.

Keywords: By-Passed Zone, Zone by Zone Checking, Zone Evaluation

Gelenekten Dijitale Dini Terbiye Süreçleri

Assoc. Prof. Dr. Kamil ÇOŞTU

Bartın Üniversitesi, İlahiyat Fakültesi

kcostu@bartin.edu.tr

Orcid: 0000-0003-0467-7142

Mukaddes Merve ŞAHİN

Bartın Üniversitesi, Lisansüstü Eğitim Enstitüsü

mrvshn3861@gmail.com

Orcid: 0000-0001-8648-9174

ÖZET

Modern zamanlarda toplumsal yapı ve dini terbiye süreçleri; teknolojik gelişmeler ve sosyo-kültürel dönüşümün etkisiyle hızla değişmektedir. İçinde yaşadığımız yüzyıl bilim ve teknoloji alanında pek çok yeniliği beraberinde getirdiği gibi, dini terbiye sürecinde de geleneksel yöntemlerin yerine sosyal medya ve çevrim içi platformlar gibi farklı araç ve uygulamaları öğrenim sürecine dâhil olmuştur. Çocukluk ve gençlik dönemi dini terbiye süreçlerinde, merkezi rol üstlenen aile ve dini kurumların yerine, modern dönemde sosyal medya ve çevrimiçi platformların etkisi hızla artmaktadır. Bu durum dini bilgiye erişimi daha hızlı ve yaygın bir hale getirirken, aynı zamanda bilgi kirliliği ve dini otoritenin sorgulanmasını da beraberinde getirmektedir.

Dinî terbiye; kişinin inanç, ahlak ve manevî gelişimini destekleyen bir eğitim sürecidir. Bu süreç kişinin geleceğini şekillendiren önemli bir unsurdur. Dinî terbiyenin olduğu en temel ortam hiç şüphesiz ailedir. Çocuklar, temel olarak ilk dinî ve ahlakî terbiyelerini aile içinde öğrenirler. Daha sonra eğitim kurumları, dini topluluklar ve son olarak bireyin kendi çabası ile pekişir. Modern zamanlarda bu süreç sekülerleşme, küreselleşme ve teknolojik gelişmelerin etkisiyle değişime uğramıştır. İçinde yaşadığımız yüzyılda dini içerik üreten kanallar, çevrimiçi dini dersler, sanal hocalar giderek daha fazla önem kazanmıştır.

Bu bildiri toplumun en önemli yapı taşı olan ailede dinî terbiye süreçlerini, bireysel olarak manevi gelişim süreçlerini, modern dönemde dini terbiye süreçlerinin dönüşümünü ve bu süreçlerde karşılaşılan zorlukları inceleyecektir. Modern zamanlarda dini terbiye süreçlerinin etkili ve verimli olabilmesi için, geleneksel dini eğitim yöntemleri ile yenilikçi yaklaşımların bir arada harmanlanması gerektiği belirtilecektir. Araştırma nitel yöntem çerçevesinde, doküman analizleri yapılarak betimsel olarak gerçekleştirilecektir.

Anahtar Kelimeler: Dinî Terbiye, Modern Zamanlar, Aile, Dijitalleşme, Dinî Eğitim

Religious Education Processes from Tradition to Digital

ABSTRACT

In modern times, social structures and religious education processes are rapidly changing due to technological developments and socio-cultural transformations. The century we live in has brought many innovations in science and technology, and in the process of religious education, different tools and applications such as social media and online platforms have been incorporated into the learning process, replacing traditional methods. In religious education processes during childhood and adolescence, the influence of social media and online platforms is rapidly increasing in the modern era, replacing the central role played by the family and religious institutions. While this makes access to religious knowledge faster and more widespread, it also brings with it information pollution and the questioning of religious authority.

Religious education is an educational process that supports an individual's faith, morality, and spiritual development. This process is an important factor that shapes a person's future. The most fundamental environment in which religious education takes place is undoubtedly the family. Children learn their basic religious and moral education primarily within the family. It is then reinforced by educational institutions, religious communities, and finally, the individual's own efforts. In modern times, this process has undergone changes due to the effects of



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secularization, globalization, and technological developments. In the century we live in, channels producing religious content, online religious courses, and virtual teachers have become increasingly important.

This paper will examine religious education processes within the family, which is the most important building block of society, individual spiritual development processes, the transformation of religious education processes in the modern era, and the challenges encountered in these processes. It will be emphasized that, in order for religious education processes to be effective and efficient in modern times, traditional religious education methods must be combined with innovative approaches. The research will be conducted descriptively within the framework of qualitative methods, using document analysis.

Keywords: Religious Education, Modern Times, Family, Digitalization, Religious Education

Din Görevlerince Kaleme Alınan Hatıratlara Dair Bazı Değerlendirmeler

Assoc.Prof. Dr. Kamil ÇOŞTU

Bartın Üniversitesi, İlahiyat Fakültesi

kcostu@bartin.edu.tr

Orcid: 0000-0003-0467-7142

Mukaddes Merve ŞAHİN

Bartın Üniversitesi, Lisansüstü Eğitim Enstitüsü

mrsvshn3861@gmail.com

Orcid: 0000-0001-8648-9174

Muhammed Fatih UZAN

Bartın Üniversitesi, Lisansüstü Eğitim Enstitüsü

muhammetuzan91@gmail.com

Orcid: 0000-0003-2550-8903

ÖZET

Edebî bir tür olarak hâtırat kavramı ve terimi yeni son iki yüzyılda önem kazanmakla beraber yazılı en eski metinler olarak ifade edebileceğimiz Sezar'ın *Gallia Savaşı*, Bilge Kağan'ın ifadesiyle yazılmış *Göktürk Kitabeleri*, Bâbü Şâh'ın *Veķāyi-i (Bâbürnâme)* gibi örnekler siyasi ve tarihî hatıratlar olarak zikredilmektedir. Sözlü tarihin yazılı hale geçirilmiş hali olan hatıratlar özellikle son iki yüzyılda edebî bir tür olarak Türk Edebiyatı'nda önem kazanmıştır. Özellikle askerî kurumlarda görev yapanlar tarafından kaleme alınan hatıratlar zamanla diğer bürokrat ve memurlarca da kaleme alınan bir yazın türü olarak karşımıza çıkmaktadır. Bu çalışmada Diyanet İşleri Başkanlığı bünyesinde görev yapmış kişilerce kaleme alınan hatıratlar araştırmanın genel problemini teşkil etmektedir. Belirlenen problem çerçevesinde mezkûr dönemde neşredilen yayınların genel özelliklerini tespit etmek ise araştırmanın amacını oluşturmaktadır. Konu hakkında nitelik ve nicelik itibarıyla yeterli düzeyde araştırmanın olmaması çalışmayı önemli kılmaktadır. Araştırmada nitel yöntem, literatür taraması çerçevesinde gerçekleştirilecek olup, kısmen betimsel değerlendirmelerde bulunularak çalışmanın yönetsel kısmında bütünlük sağlanacaktır. Ayrıca mezkûr dönemde neşredilen eserler bibliyografik olarak zikredilerek gelecekte yapılacak araştırmalara ışık tutulacaktır.

Anahtar Kelimeler: Din Eğitimi, Din Görevlisi, Diyanet İşleri Başkanlığı, Hatırat

Some Evaluations Regarding Memoirs Written by Religious Officials

ABSTRACT

As a literary genre, the concept and term of memoir gained prominence in the last two centuries, although the earliest written texts we can cite include Caesar's Gallic Wars, the Göktürk Inscriptions written in the words of Bilge Khan, and examples such as Babur Shah's *Veķāyi-i (Bâbürnâme)* are cited as examples of political and historical memoirs. Memoirs, which are the written form of oral history, have gained importance in Turkish literature as a literary genre, especially in the last two centuries. Memoirs, particularly those written by individuals serving in military institutions, have emerged as a literary genre also written by other bureaucrats and officials over time. In this study, memoirs written by individuals who served within the Presidency of Religious Affairs constitute the general problem of the research. Within the framework of the identified problem, the aim of the research is to determine the general characteristics of the publications issued during the specified period. The lack of sufficient research on the subject in terms of both quality and quantity makes this study important. The research will be conducted using qualitative methods within the framework of a literature review, and the methodological part of the study will be made comprehensive by including descriptive evaluations. In addition, the works published during the period in question will be mentioned bibliographically to shed light on future research.

Keywords: Religious Education, Religious Official, Presidency of Religious Affairs, Memoirs.



Resilience of Smes in Goma Amid Recurrent Regional Conflicts

BAHOGWERHE HAMULI Jocry

Dschang University, Cameroon

jocryhamuli@gmail.com

Orcid: 0009-0000-0823-0423

ABSTRACT

In a complex, uncertain, and conflict-ridden environment, small and medium-sized enterprises (SMEs) represent an economic heritage that must be protected. Their collapse would jeopardize the development and growth of Goma and the entire province. Faced with repeated wars, SMEs in Goma are caught in a vicious cycle, with some falling into bankruptcy. The uncertainty is so pervasive that if war doesn't erupt today, it may break out tomorrow, next month, or next year—making sustainability a constant challenge.

After thirty years of ongoing conflict, 2025 stands out as the most devastating year: the city has been emptied of residents with stable purchasing power, such as civil servants and humanitarian workers. SMEs are left with a resilient but impoverished population, limiting their operational flexibility.

In this context of chronic insecurity, this study seeks to understand how SMEs adapt to the effects of war and what resilience strategies they implement to survive and grow. The objective is to analyze the mechanisms adopted by SMEs in Goma to cope with the impacts of conflict and ensure their sustainability.

The literature review explores resilience through four lenses: crisis-context strategies, the role of leadership, SME resilience in conflict zones, and post-crisis performance. A mixed-methods approach—combining qualitative and quantitative techniques—is favored to gain a comprehensive understanding of the realities faced by local economic actors.

Keywords: War – Resilience – Smes



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A Comparative Analysis of Designing Gastronomic Experiences With Artificial Intelligence

Res. Asst. Batuhan Eren ŞEREMETLİ

Adiyaman University
bseremetli@adiyaman.edu.tr
Orcid: 0000-0002-5605-0280

Science Specialist Rana ŞAT

Balıkesir University
rana_sat_95@hotmail.com
Orcid: 0000-0003-0519-5524

Prof. Dr. Cevdet AVCIKURT

Balıkesir University
avcikurt@balikesir.edu.tr
Orcid: 0000-0002-9169-9763

ABSTRACT

Gastronomic tourism is defined as an important type of tourism that presents a destination's cultural heritage, local production traditions, and culinary identity to visitors through an experience-based approach. Today, with the rapid advancement of technology, artificial intelligence (AI) applications have emerged as innovative tools in the field of tourism, particularly in tour route and experience planning. In this context, a qualitative research method was adopted in the present study. Within the scope of the research, the same prompt requesting the design of a three-day tour route themed around gastronomy and geographically indicated (GI) products in the Southeastern Anatolia Region of Türkiye was presented to six different AI-powered chatbots including ChatGPT, Google Gemini, Microsoft Copilot, Grok, Meta AI and Perplexity AI. The responses obtained from AI-powered chatbots were analyzed and comparatively evaluated based on the criteria of route and destinations, key activities, geographically indicated products, and local flavors. The analysis results revealed that the AI-powered chatbots differed from each other in terms of their planning abilities, scope of suggestions, content richness and level of personalization. Additionally, several recommendations were presented to enhance the effective and user-friendly use of AI-powered chatbots in tour route planning.

Keywords: Gastronomic Tourism, Tour Route Planning, Artificial Intelligence



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Pivotology and the Architecture of Peace: The Heart–Mind–Body Continuum as the Foundation for Interconnected Futures and Global Transformation

Dr. Benjamin Morton, JD

The Global PIVOT Institute

bmorton_jd@icloud.com

Orcid: 0009-0004-3883-0859

ABSTRACT

This paper advances Pivotology™, an applied peace-and-leadership framework underlying the P.I.V.O.T. Methodology™ (Positive, Issue, Visualize, Ownership, Triumphant) and anchored in the heart–mind–body continuum. Its core hypothesis is that sustainable transformation begins with intrapersonal coherence—emotional, cognitive, and behavioral systems aligned toward ethical purpose—such that when the inner architecture is harmonized, the outer architecture of society can sustain peace, empathy, and collective intelligence. Pivotology was first presented at the 11th International CEO & Social Sciences Congress (Portugal, 2025), earning Best International Paper (selection from 160 submissions, 105 institutions, 37 countries), and the present study extends that work through a mixed-methods, cross-cultural design.

The research integrates semi-structured interviews (n = 80) with educators, policymakers, and community leaders; pre/post assessments of emotional intelligence, ethical reasoning, and resilience (EQ-i 2.0; DIT-2); and comparative fieldwork across secondary and postsecondary institutions in Kenya, Ghana, the United Kingdom, and the United States. Preliminary findings show consistent gains in emotional regulation, reflective reasoning, and behavioral integrity, alongside increases in institutional trust and empathy and declines in disciplinary incidents—evidence that internal coherence precedes external order.

Theoretically, Pivotology sits at the convergence of emotional intelligence and positive psychology (e.g., Goleman, 1995; Fredrickson, 2001; Seligman, 2011), neuroscience (Damasio, 1999), transformational leadership (Bass, 1985; Burns, 1978), systems learning (Senge, 2006), and peacebuilding (Galtung, 1969; Lederach, 1997), proposing coherence as both a measurable neurobiological state and a moral imperative. Forthcoming work includes EEG studies of brainwave synchrony during coherence-based training and expanded longitudinal trials to solidify the neuroscientific basis of human coherence. In sum, Pivotology is not merely a theory but an operating system for transformation—translating emotion, reason, and action into a replicable pathway by which peace becomes a lived, auditable expression of internal alignment.

Keywords: Global Pivot Institute



Unlocking Infill Opportunities in Mature Steamflood Fields: HPT and Decline Rate Economic Sensitivity, a Case Study in “D” Field

Efrando SIREGAR*

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
E-mail corresponding: efrando_siregar@yahoo.com
Orcid: 0009-0004-8214-3458

Suryo PRAKOSO*

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
E-mail corresponding: suryo_prakoso@trisakti.ac.id
Orcid: 0000-0002-5406-921X

BENYAMIN

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
E-mail address: benyamin@trisakti.ac.id
Orcid: 0000-0003-4604-8109

Widia YANTI

Environment, Development, and Sustainability, Faculty of Graduate School, Chulalongkorn University
E-mail address: 6488328820@student.chula.ac.th
Orcid: 0000-0002-2173-3743

ABSTRACT

The “D” Field, one of the world’s largest steamflood operations, has maintained the high annual drilling activity. However, escalating well costs, rising-up to 15% annually, have narrowed economic margins and driven the adoption of stricter Discounted Profitability Index (DPI) threshold of 1.15 per well. This study applies a sensitivity-based economic assessment to determine the minimum Hydrocarbon Pore Thickness (HPT) and decline rate.

Production forecasts were generated for wells with HPT ranging from 3-6 ft under four decline profiles (46–13%, 30%, 20%, 16–8%), incorporating consistent operational assumptions for sand target, well temperature, Initial Production, time-to-peak production, POP start date, moveable oil percentage, and well cost. Economic runs were performed to evaluate DPI sensitivity to HPT and decline behavior, comparing single versus double decline rate performance.

Wells with 3 ft HPT failed to meet the economic threshold under all scenarios. At 4 ft HPT, only forecasts with a single 30% decline rate exceeded threshold. Wells with 5–6 ft HPT consistently met economic viability under all decline rate scenarios. HPT and decline profile interplay strongly dictates economic outcomes in high-cost drilling environments. While 5–6 ft HPT remains the optimal target, selective drilling of 4 ft HPT wells is justified when supported by favorable decline trends. Reservoir management should focus on strategies to replicate favorable decline behaviors.

This approach offers a rapid cost-sensitive screening method for infill wells in steamflood operations, integrating reservoir performance patterns with economic thresholds. The framework enables operators to prioritize drilling locations, allocate CAPEX efficiently.

Keywords: Economic, Sensitivity, Steamflood

Girişim Girişimcilik ve Sürdürülebilirlik Sözcükleri Üzerine

Dr. Mukadder GÜNERİ

Researcher

mukadderguneri@gmail.com

Orcid: 0000-0002-4384-6183

ÖZET

Hızına yetişilemeyecek konuma gelen teknolojik gelişmeler ve onun etkilerini her alanda hissedilen insanoğlu, bunun yanı sıra geçen yıllarda, hiç beklenmedik bir konumda, tüm dünya bilinmeyen bir salgınla, karşı karşıya kaldı ve bir kapanma süreci yaşadı. Olumsuz etkileri sürmektedir. Bu durum bireyleri, toplumları ve devletleri her alanda etkisi altına aldı. (Öte yandan ülkemizde meydana gelen asrın felaketi deprem) Tüm bunların şu veya bu nedenle maddi ve manevi etkileri oldu ve hala devam ediyor. İçinde bulunduğumuz dünyanın yaşadığı bu etkilerin sonucunda, bazı kavramların öne çıkmasına ve yaygınlaşmasının neden oldu denilebilir. Bunlar “Pandemi,” “girişim,” “girişimcilik,” sürdürülebilirlik” vb. Girişim(enterprise): Bir işe girişme, teşebbüs (Türkçe sözlük, 1923: 1380). Girişimcilik(entrepreneurship): Girişimci olma durumu (1923: 1380). Sürdürülebilirlik (sustainability): Sürdürülebilir olma durumu (1923: 3056). Bu üç sözcük, istisnai durumlar hariç, geçmişte olduğundan daha fazla içte ve dışta gündemin her an değiştiği günümüz küresel dünyasında, önemli hale gelmiştir ve ekonomik, güvence, siyasi, sosyal, süreç vb. ile doğrudan ilgilidir. Bu bildiri girişim, girişimcilik ve sürdürülebilirliğin ekonomik, güvence, siyasi ve sosyal, süreç boyutunun, nitel bir yöntem ve fenomenolojik bir yaklaşımla araştırılmasını amaçlayan bir çalışmaya kapsamaktadır.

Anahtar Kelimeler: Ekonomik, Girişim, Girişimcilik, Güvence, Sürdürülebilirlik.

On the Words Enterprise Entrepreneurship and Sustainability

ABSTRACT

With technological advancements reaching a point where they are unmatched, humanity is feeling their impact in every field. In addition, in recent years, the entire world was unexpectedly confronted with an unknown pandemic, leading to a period of lockdown. Its negative effects continue. This situation has impacted individuals, societies, and states in every sphere. (On the other hand, the earthquake that occurred in our country was the disaster of the century.) All of this, for one reason or another, has had and continues to have material and spiritual impacts. It can be said that the consequences of these impacts on our world have led to the rise and proliferation of certain concepts. These are "pandemic," "enterprise," "entrepreneurship," "sustainability," etc. Enterprise: The act of starting a business (Turkish Dictionary, 1923: 1380). Entrepreneurship: The state of being an entrepreneur (1923: 1380). Sustainability: The state of being sustainable (1923: 3056). These three words have become increasingly important in today's global world, where, except for exceptional circumstances, the agenda is constantly changing both internally and externally, and are directly related to economic, security, political, social, and process dimensions.

This paper covers a study that aims to investigate the economic, security, political, social, and process dimensions of enterprise, entrepreneurship, and sustainability using a qualitative method and a phenomenological approach.

Keywords: Economic, Enterprise, Entrepreneurship, Assurance, Sustainability.

2050 Sürdürülebilir Havacılık Hedefleri Doğrultusunda Pegasus Hava Yolları'nın Kurumsal Dönüşümü: Sürdürülebilirlik Raporları Temelli Bir İnceleme

Assist. Prof. Dr. Tugay ÖNEY
Tarsus University, Turkey
tugayoney@tarsus.edu.tr
Orcid: 0000-0003-2883-5889

Research Assistant İhsan Emrehan ŞAHİN
Tarsus University, Turkey
ihansahin@tarsus.edu.tr
Orcid: 0000-0002-1748-5572

ÖZET

Havacılık sektörü, küresel ekonomik büyümenin lokomotifi olup, özellikle COVID-19 sonrası dönemde hızla artan hava trafiği ve değişen dinamikler doğrultusunda sosyal, çevresel ve ekonomik sürdürülebilirliği bütüncül biçimde ele almayı zorunlu kılmaktadır. Bu doğrultuda IATA (2024) tarafından uluslararası havacılığın küresel kalkınmadaki kritik rolü çerçevesinde ortaya konulan 2050 vizyonu, havayolu şirketlerinin sürdürülebilirlik yaklaşımlarını stratejik düzeyde çok daha önemli hâle getirerek uzun vadeli rekabet gücünün temel belirleyicisi konumuna taşımaktadır. DHMİ (2025) raporunda, 2024 yılı itibarıyla Türkiye iç hat pazarının önde gelen havayollarından biri olarak konumlanan Pegasus Hava Yolları'nın, COVID-19 sonrasında oluşturduğu üç yıllık ESG yol haritası ve güçlendirilmiş risk yönetimi süreçlerinin incelenmesinin, sektörün 2050 vizyonuna ulaşmasında yol gösterici bir model sunduğu değerlendirilmektedir. Bu bağlamda çalışmanın amacı, Pegasus Hava Yolları'nın COVID-19 sonrası toparlanma ve sürdürülebilir dönüşüm sürecini analiz ederek 2022–2024 yılları arasında sürdürülebilirlik stratejilerinde kaydedilen ilerlemeyi ortaya koymaktır. Çalışmada Pegasus Hava Yolları'nın sürdürülebilirlik raporları gibi ikincil veri kaynaklarından yararlanılmış; veriler doküman analizi yöntemiyle incelenerek şirketin sürdürülebilirlik stratejisi nitel veri çözümleme yaklaşımıyla değerlendirilmiştir. Analizler, Pegasus'un çevresel sürdürülebilirlik kapsamında karbon salımı daha düşük yeni nesil filo yatırımlarını artırdığını, yenilenebilir enerji kullanımını genişlettiğini, SAF uygulamalarını güçlendirdiğini ve sıfır atık yaklaşımını sistematik biçimde geliştirdiğini göstermektedir. Sosyal sürdürülebilirlik açısından kadın istihdamında kaydedilen ilerleme ve çeşitli sosyal sorumluluk programlarının yaygınlaşması öne çıkarken, yönetim boyutunda uluslararası derecelendirme başarıları, ESG performansının üst yönetim hedeflerine entegre edilmesi ve şeffaflık mekanizmalarının güçlendirilmesi kurumsal olgunluğun göstergesi olarak değerlendirilmektedir. Bu bulgular, Pegasus Hava Yolları'nın 2050 vizyonu doğrultusunda pandemi sonrasında sürdürülebilirlik performansını belirgin biçimde artırdığını ve sektörün geleceğine yönelik kararlı bir dönüşüm süreci izlediğini ortaya koymaktadır.

Anahtar Kelimeler: Sürdürülebilirlik, ESG, Havacılık Sektörü.

Pegasus Airlines' Corporate Transformation Towards 2050 Sustainable Aviation Goals: A Review Based on Sustainability Reports

ABSTRACT

The aviation sector is a driving force of global economic growth, necessitating a holistic approach to social, environmental, and economic sustainability, particularly in the post-COVID-19 era, driven by rapidly increasing air traffic and changing dynamics. In this context, the 2050 vision set forth by IATA (2024) within the framework of international aviation's critical role in global development makes airlines' sustainability approaches even more strategically important, positioning them as a key determinant of long-term competitiveness. The DHMI (2025) report assesses that examining the three-year ESG roadmap and strengthened risk management processes developed by Pegasus Airlines, which positioned itself as one of the leading airlines in the Turkish domestic market by 2024, following COVID-19, provides a guiding model for achieving the sector's 2050 vision. In this

context, this study aims to analyze Pegasus Airlines' post-COVID-19 recovery and sustainable transformation process and reveal the progress made in its sustainability strategies between 2022 and 2024. The study utilized secondary data sources such as Pegasus Airlines' sustainability reports. The data was analyzed using document analysis, and the company's sustainability strategy was evaluated using a qualitative data analysis approach. The analyses demonstrate that, within the scope of environmental sustainability, Pegasus has increased investments in next-generation fleets with lower carbon emissions, expanded its use of renewable energy, strengthened its SAF practices, and systematically developed its zero-waste approach. In terms of social sustainability, progress in women's employment and the expansion of various social responsibility programs are highlighted. In terms of governance, international rating achievements, the integration of ESG performance into senior management goals, and strengthened transparency mechanisms are considered indicators of corporate maturity. These findings demonstrate that Pegasus Airlines has significantly increased its sustainability performance after the pandemic, in line with its 2050 vision, and is pursuing a decisive transformation process for the future of the sector.

Keywords: Sustainability, ESG, Aviation Sector.

Okul Öncesi Öğretmen Adaylarının Doğa Temelli Eğitim Uygulamalarına Yönelik Görüşleri

Prof. Dr. Mehmet Nuri GÖMLEKSİZ

Fırat Üniversitesi

nurigomleksiz@yahoo.com

Orcid: 0000-0002-8268-0163

Res. Asst. Zehra AL

Hatay Mustafa Kemal Üniversitesi

zehra.al023@gmail.com

Orcid: 0009-0000-2522-4121

ÖZET

Okul öncesi dönem, ilköğretim kademesine geçiş sürecini yapılandıran ve çocukların zihinsel, fiziksel ve sosyal gelişimlerini sağlıklı bir şekilde sürdürmelerine katkı sağlayan bir eğitim kademesidir. Bu dönem, çocukların yalnızca gelişimsel alanlarını desteklemekle kalmayıp onların merak ve keşif potansiyellerini açığa çıkarmaktadır. Söz konusu merak ve keşif eğilimlerini kalıcı ve planlı öğrenme yaşantılarına dönüştürme konusunda doğa temelli eğitim uygulamaları önemli bir rol oynamaktadır. Doğa temelli eğitim, doğal çevrenin öğrenme ortamı olarak kullanıldığı ve doğada yer alan öge ve nesnelerin birer ders içeriği ya da öğrenme materyali olarak değerlendirildiği bir eğitim yaklaşımıdır. Okul öncesi dönemde doğal ortamların etkin ve verimli kullanımı; çocukların bilişsel, fiziksel ve sosyo-duygusal gelişim alanları üzerinde çok yönlü etkiler yaratmakta, bilhassa motor becerilerinin gelişimini desteklemeye yönelik önemli çıktılar sunmaktadır. Bu araştırma, okul öncesi öğretmen adaylarının doğa temelli eğitim uygulamalarına ilişkin görüşlerinin incelendiği nitel bir çalışma olarak tasarlanmıştır. Araştırmada, nitel araştırma desenlerinden biri olarak nitelendirilen olgubilim deseni kullanılmıştır. Araştırmanın çalışma grubunu, bir devlet üniversitesinde öğrenim görmekte olan 20 öğretmen adayı oluşturmaktadır. Aday öğretmenlerin görüşleri, araştırmacı tarafından hazırlanan yarı yapılandırılmış görüşme formları aracılığıyla toplanmıştır. Araştırmadan elde edilecek verilerin analizinde, nitel araştırma desenine uygun olarak içerik analizi yöntemi kullanılmıştır. Araştırma sonucunda öğretmen adaylarının okul öncesi dönemde doğa temelli eğitim uygulamalarına yönelik görüşlerine ilişkin bulgu ve yorumlara yer verilmiştir.

Anahtar Kelimeler: Doğa Temelli Eğitim, Okul Öncesi, Öğretmen Adayı

Perspectives of Pre-school Candidate Teachers on Nature-Based Education

ABSTRACT

The pre-school period is an educational stage that structures the transition process to primary education and contributes to children's healthy mental, physical, and social development. This period not only supports children's developmental areas but also reveals their potential for curiosity and discovery. Nature-based educational practices play an important role in transforming children's curiosity and discovery tendencies into permanent and planned learning experiences. It is an educational approach in which the natural environment is used as a learning environment, and the elements and objects found in nature are evaluated as lesson content or learning materials. The effective and efficient use of natural environments in the pre-school period has multifaceted effects on children's cognitive, physical, and socio-emotional development areas, offering important outcomes, particularly in supporting the development of motor skills. This research is designed as a qualitative study examining pre-school teacher candidates' views on nature-based education practices. The phenomenological design, one of the qualitative research designs, is used in the study. The study group consists of 20 teacher candidates studying at a state university. The prospective teachers' views are collected through semi-structured interview forms prepared by the researcher. Content analysis is used to analyse the data obtained from the research, in line with the qualitative research design. The research results include findings and interpretations regarding the prospective teachers' views on nature-based education practices in the pre-school period.

Keywords: Candidate Teacher, Nature-Based Education, Pre-School

Okul Öncesi Öğretmen Adaylarının Erken Çocukluk Döneminde Kodlama Eğitimine Yönelik Görüşleri

Prof. Dr. Mehmet Nuri GÖMLEKSİZ

Fırat Üniversitesi
nurigomleksiz@yahoo.com
Orcid: 0000-0002-8268-0163

Res. Asst. Zehra AL

Hatay Mustafa Kemal Üniversitesi
zehra.al023@gmail.com
Orcid: 0009-0000-2522-4121

ÖZET

Hızla gelişen teknolojiler, eğitim ve öğretim ortamlarının çağın ihtiyaçlarına uygun becerileri kazandıracak şekilde yapılandırılmasını gerekli kılmıştır. Bu beceriler; zaman içerisinde yeni yeterliklerin eklenmesi ile güncellenmiş ve evrensel bir dil niteliği taşıyan kodlama eğitimini gündeme getirmiştir. Kodlama eğitimi; problem çözme, sistem tasarlama ve insan davranışlarını anlama süreçlerinin bilgisayar bilimi kavramları aracılığıyla yapılandırılması şeklinde ifade edilmektedir. Bu eğitim; yalnızca ileri düzey eğitim kademelerinde değil, okul öncesi dönemde de geniş bir uygulama alanı bulmaktadır. Erken çocukluk döneminde kodlama eğitiminin niteliği, süreç içerisinde kritik bir rol üstlenen öğretmenlerin pedagojik yeterlikleri ile doğrudan ilişkilendirilmektedir. Dolayısıyla okul öncesi öğretmen adaylarının erken çocukluk döneminde kodlama eğitimine ilişkin görüşlerinin belirlenmesi, eğitimde program geliştirme çalışmalarına ve hizmet öncesi öğretmen eğitimi programlarının güncellenmesine katkı sağlayacaktır. Bu araştırma, okul öncesi öğretmen adaylarının erken çocukluk döneminde kodlama eğitimine yönelik görüşlerini belirlemeyi amaçlamaktadır. Bu doğrultuda bir devlet üniversitesine bağlı Eğitim Fakültesinde öğrenim görmekte olan 20 okul öncesi öğretmen adayı ile yarı yapılandırılmış görüşmeler gerçekleştirilmiş ve elde edilen veriler, içerik analizi yöntemi ile çözümlenerek anlamlı tema, kod ve kategorilere ayrılmıştır. Araştırma sonucunda, okul öncesi öğretmen adaylarının erken çocukluk döneminde kodlama eğitimine ilişkin görüşlerinden hareketle çeşitli öneriler sunulmuştur.

Anahtar Kelimeler: Kodlama, Okul Öncesi, Öğretmen Adayı

Pre-School Teacher Candidates' Views on Coding Education in Early Childhood

ABSTRACT

Rapidly advancing technologies have necessitated the restructuring of educational environments to equip learners with skills appropriate to the demands of the modern age. These skills have evolved over time with the addition of new competencies, bringing coding education to the forefront as a universal language. Coding education is defined as the structuring of problem-solving, system design, and human behaviour understanding processes through computer science concepts. This education finds a wide field of application not only in advanced education levels but also in the pre-school period. The quality of coding education in early childhood is directly related to the pedagogical competencies of teachers, who play a critical role in the process. Therefore, determining the views of pre-school teacher candidates on coding education in early childhood will contribute to curriculum development efforts in education and the updating of pre-service teacher training curricula. This research aims to determine the views of pre-school teacher candidates on coding education in early childhood. To this end, semi-structured interviews are conducted with 20 pre-service early childhood teachers studying at the Faculty of Education of a state university, and the data obtained are analysed using content analysis and divided into meaningful themes, codes, and categories. As a result of the research, various recommendations are made based on the views of pre-service early childhood teachers regarding coding education in early childhood.

Keywords: Coding, Early Childhood, Pre-School, Teacher Candidate

Tabağın Hafızası: Mutfak Sanatlarında Gastronomik Miras Kavramı Üzerine İnceleme

Şeyma Nur İYİLİKLİ

Nevşehir Hacı Bektaş Veli University

seyma_krky@icloud.com

Orcid: 0009-0009-8675-2003

Prof.Dr.Nilüfer ŞAHİN PERÇİN

Nevşehir Hacı Bektaş Veli University

nilufer.percin@nevsehir.edu.tr

Orcid: 0000-0002-7063-3247

ÖZET

Gastronomi mirası, toplumların kimliğini ve tarihsel sürekliliğini en güçlü biçimde yansıtan kültürel unsurlardan biridir. Bu çalışma, 2015-2025 yılları arasındaki ulusal ve uluslararası akademik yayınları sistematik olarak tarayarak, kavramı mutfak sanatları bağlamında incelemektedir. Bulgular, gastronomik mirasın yalnızca geçmişin yansıması olmadığını; kimlik, sürdürülebilirlik, yenilikçilik ve turizm gibi boyutlarda zengin anlamlar içerdiğini ortaya koymaktadır. Yerel kimliğin korunması, kültürel belleğin nesiller arası aktarımı ve sürdürülebilir kalkınma açısından stratejik öneme sahiptir. Mutfak sanatlarında geleneksel unsurların modern yorumlarla yeniden şekillendirilmesi, “yenilikçi geleneksellik” yaklaşımını güçlendirerek kültürel devamlılığı canlı kılar. Araştırma, bu mirasın eğitim, destinasyon yönetimi ve politika süreçlerinde daha etkin konumlandırılması gerektiğini vurgular; tabağın taşıdığı hafızanın korunmasının, sürdürülebilir gelecek için vazgeçilmez bir kültürel sorumluluk olduğunu savunur.

Anahtar Kelimeler: Gastronomi Mirası, Mutfak Sanatları, Kültürel Kimlik, Sürdürülebilirlik, Yenilikçilik, Turizm

The Memory of The Plate: An Examination of the Concept of Gastronomic Heritage in Culinary Arts

ABSTRACT

Gastronomic heritage is one of the cultural elements that most powerfully reflects the identity and historical continuity of societies. This study systematically reviews national and international academic publications from 2015 to 2025, examining the concept within the context of culinary arts. The findings reveal that gastronomic heritage is not merely a reflection of the past; it encompasses rich meanings in dimensions such as identity, sustainability, innovation, and tourism. It is of strategic importance in terms of preserving local identity, intergenerational transmission of cultural memory, and sustainable development. The reshaping of traditional elements in culinary arts through modern interpretations strengthens the ‘innovative traditionalism’ approach, keeping cultural continuity alive. The research emphasises the need for this heritage to be positioned more effectively in education, destination management, and policy processes; it argues that preserving the memory carried by the plate is an indispensable cultural responsibility for a sustainable future.

Keywords: Gastronomic Heritage, Culinary Arts, Cultural Identity, Sustainability, Innovation, Tourism.



The Ghost in the Machine Has Trust Issues: A Survival Guide

Dr. Heather Henderson

Dissertation Faculty
City University of Canada
hendersonheather1@cityu.edu
Orcid: 0009-0000-8893-3881

Dr. Truman Spring

Associate Faculty Spring
City University of Canada
springtruman1@cityu.edu
Orcid: 0009-0005-2511-9096

ABSTRACT

This interdisciplinary research examines profound transformations in human communication, cognition, and social organization resulting from ubiquitous artificial intelligence integration. Drawing on psychology, sociology, computer science, economics, and philosophy, the authors analyze the tripartite relationship between search engines, large language models, and data management systems that increasingly mediates human experience. The research identifies critical paradoxes emerging from AI adoption: the "privacy paradox" where stated preferences contradict actual behavior; the "augmentation paradox" where cognitive enhancement tools may induce cognitive atrophy; and the "authenticity paradox" where connection technologies potentially deepen isolation. Through empirical analysis, the authors demonstrate how AI systems systematically exploit cognitive biases, manipulate attention through operant conditioning, and amplify social inequalities while creating digital stratification.

Particularly significant is the "empathy gap"—the widening chasm between AI's computational efficiency and its inability to provide genuine emotional understanding. The research critically examines algorithmic bias amplification, quantum computing threats (Y2Q), AI-induced stress and burnout, creative autonomy erosion, and unequal benefit distribution. Proposed evaluation frameworks include the Ethical Quotient, Depth Quotient, and Fluency Quotient. The authors argue successful navigation requires cultivating "collaborative intelligence"—leveraging AI capabilities while preserving essential human attributes through comprehensive literacy, robust regulation, diverse development teams, and intentional design prioritizing authentic connection over efficiency.

Keywords: Artificial Intelligence, Human-AI Interaction, Collaborative Intelligence, Digital Communication, Cognitive Atrophy, Algorithmic Bias, Privacy Paradox, Empathy Gap, Computational Psychology, AI Ethics, Quantum Computing, Digital Inequality, Surveillance Capitalism, Theory of Mind, Emotional Intelligence, Workplace Transformation, Post-Quantum Cryptography, Human-Centered Design, Technological Dependence, Social Stratification



Electrification: Is It the Future of Indonesia's Automotive Industry? A Financial Performance Analysis of PT Astra International Tbk (2020–2024)

Abdul MUKHLIS

Institute IPMI, Indonesia
abdul.mukhlis@ipmi.ac.id
Orcid: 0009-0003-8199-5707

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Ibnu Zandra Bachtiar

Institute IPMI, Indonesia
ibnu.bachtiar@ipmi.ac.id
Orcid: 0009-0007-0815-7079

ABSTRACT

The automotive industry in Indonesia has become significantly more competitive due to the electric vehicle's explosive growth. It has been perceived by the increase of electric vehicle wholesales from 10.327 units in 2022 to 43.188 units in 2024 from various manufacturer brands. The purpose of this study is to examine PT Astra International Tbk financial performance over the 2020 to 2024 period as one of Indonesia market leaders in conventional internal combustion engine (ICE) vehicles. Using consolidated financial statements in which the automotive division represents the largest revenue contributor and associated public disclosures, the study applies a quantitative descriptive methodology to assess financial ratio analysis of a company's financial stability in conjunction with the increasing competitiveness of the electric vehicle market in Indonesia. The result shows that Astra International remained in good financial during the study with demonstrated by steady increases at the end of the period in profitability metrics like Return on Asset (ROA) over 9%, Return on Equity (ROE) above 15%, Net Profit Margin (NPM) around 13%, stable Liquidity for both Current and Quick ratios above 1.0%, steady efficiency ratio of Total Asset Turnover below 1% and Inventory Turnover higher than 6% with controllable levels of debt in range of 41% to 44%. Astra showed strong growth in the automotive sector despite the aggressive market penetration of EV brands. Astra demonstrated resilient performance driven by diversification, robust operational efficiency, and strategic adaptation in the automotive segment. These findings suggest that the rise of electrification has not yet disrupted Astra's financial sustainability, highlighting the company's ability to balance traditional combustion business operations while preparing for future transformation in Indonesia's automotive industry.

Keywords: Astra International, Financial Analysis Ratio, Electric Vehicle, Automotive Industry



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Binary Logistic Regression Model in Predicting the Employability of Senior High School Graduates

Mr. Cromwell F. GOPO
Davao del Norte State College
gopo.cromwell@dnsc.edu.ph
Orcid: 0000-0003-3200-5773

ABSTRACT

This study aimed to predict the employability of senior high school graduates for S.Y. 2018- 2019 in Davao del Norte Division through quantitative research design using the descriptive-status and predictive approaches among the indicated parameters namely gender, school type, academics, academic award recipient, skills, values, and strand. The respondents of the study were the 33 secondary schools offering senior high school program identified through simple random sampling which resulted into 1,530 cases of graduates' secondary data which were analyzed using frequency, percentage, mean, standard deviation, and binary logistic regression. Results showed that majority of the senior high school graduates come from large schools were females. Further, less than half of these graduates received any academic award in any semester. In general, the graduates' performance in academics, skills, and values were proficient. Moreover, less than half of the graduates were not employed. Then, those who were employed were either contractual or casual, or part-time workers dominated by GAS graduates. Further, the predictors of employability were gender and ICT strand while the remaining variables did not add significantly to the model. The null hypothesis had been rejected as the coefficients of the predictors in the binary logistic regression equation did not take the value of 0. After utilizing the model, it was concluded that TVL graduates except ICT had greater estimates of employability.

Keywords: Employability, Senior High School Graduates, Davao Del Norte, Philippines



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Culinary Diplomacy: Positioning Turkish Cuisine as a Tool of Cultural Foreign Policy

Science Expert Rana ŞAT

Balikesir University

rana_sat_95@hotmail.com

Orcid: 0000-0003-0519-5524

Assoc. Prof. Dr. Shailja VASUDEVA

Shaheed Captain Vikram Batra

Government College

vasudevashailja@gmail.com

Orcid: 0009-0003-3363-558X

ABSTRACT

In a globalising world, cultural diplomacy is at the heart of countries' strategies to promote their national identities and build positive images by utilising soft power elements in the international arena. In this context, gastronomy has become not only a form of cultural expression but also an effective component of foreign policy (Nye, 2004; Rockower, 2012).

This approach, referred to as 'flavour diplomacy,' aims to develop mutual understanding, sympathy, and cultural interaction with other societies by utilising a country's culinary culture. The primary objective of this study is to examine how Turkish cuisine is positioned as a cultural foreign policy tool and to analyse the international impact of Turkey's gastronomy-based diplomacy strategies.

Historically, Turkish cuisine has a multi-layered identity, offering a rich cultural mosaic enriched by the Ottoman heritage, geographical diversity, local flavours of Anatolia, and Mediterranean influences (Sarioğlu, 2023). This unique structure is considered an important element of Turkey's soft power potential.

A qualitative method was adopted for the research. Data was obtained from official cultural diplomacy activities such as the Presidency of Communications of the Republic of Turkey, the Yunus Emre Institute, the Turkish Cooperation and Coordination Agency (TİKA), and 'Turkish Cuisine Week' events. In addition, gastronomy-themed public diplomacy campaigns, media content, and international promotional materials were examined using the document analysis method (Bowen, 2009).

The findings show that there has been an increase in Turkey's gastronomy-themed foreign policy activities in recent years. In particular, it has been determined that Turkish cuisine has gained a cultural brand identity in the international arena through the 'Turkish Cuisine Week' events, the promotion of UNESCO-certified gastronomic cities (Gaziantep, Hatay, Afyonkarahisar) and the Yunus Emre Institute's gastronomy workshops. However, areas for improvement have also been identified, such as the insufficient representation of regional culinary diversity in strategic planning and the lack of a comprehensive strategy to support brand communication.

Consequently, the study recommends that the concepts of brand management, narrative diplomacy, and gastronomy education diplomacy be integrated into policy designs to position Turkish cuisine more effectively as a cultural foreign policy tool. A holistic diplomatic approach that combines the historical roots of Turkish cuisine with modern gastronomy trends will play an important role in increasing Turkey's international soft power capacity.

Keywords: Culinary Diplomacy, Turkish Cuisine, Cultural Diplomacy, Soft Power, Foreign Policy

Effect of Temperature and Precipitation on Price Stability: Global Evidence and the Moderating Role of Monetary Policy

Mohamed SAOU

Faculty of Laws, Economics, and Social Science
Mohammed V University, 10000, Rabat, Morocco.
mohamed_saou@um5.ac.ma
Orcid: 0009-0004-9547-9145

Taha NAMRI

Faculty of Laws, Economics, and Social Science
Mohammed V University, 10000, Rabat, Morocco.
taha_namri@um5.ac.ma
Orcid: 0009-0008-4332-3930

Idriss El ABBASSI

Faculty of Laws, Economics, and Social Science
Mohammed V University, 10000, Rabat, Morocco.
Idriss_elabbassi@yahoo.fr
Orcid: 0009-0004-7370-3919

ABSTRACT

Climate change increasingly threatens global price stability. Evidence from the IPCC (2023) highlights how rising temperatures and irregular rainfall disrupt supply chains, agricultural output, and energy markets, intensifying inflationary pressures. Recent studies confirm that climate shocks transmit through agricultural, energy, and logistical channels (Ciccarelli et al., 2023; Dell et al., 2014).

This research empirically investigates the impact of climate risks on inflation for 147 countries from 2000 to 2021, using fixed-effects panel models. Two climatic factors are examined: average temperature and precipitation. Results show that temperature increases significantly raise headline and food inflation, with amplified effects beyond critical thresholds. Higher heat reduces agricultural productivity, raises energy and irrigation costs, and disrupts logistics, driving supply shortages and price surges. These findings align with Kotz et al. (2024) and Dell et al. (2014), who document inflationary effects of extreme heat.

Moderate rainfall has a disinflationary effect by improving crop yields and stabilizing food supply, yet excessive precipitation becomes inflationary due to crop damage and transport disruptions. This pattern supports evidence from Ichoku (2024), Lancefame (2012), and Nsabimana & Habimana (2017).

Climate-inflation effects vary by region and income level. Sub-Saharan Africa and MENA are most vulnerable to heat shocks due to strong agricultural reliance and weaker logistical capacity, whereas East and South Asia show more resilience. Temperature-driven inflation is strongest in low-income economies, while higher-income countries benefit from better adaptation.

Monetary policy interactions reveal that money supply expansion amplifies heat-induced inflation but mitigates rainfall-related inflation, suggesting central banks must integrate climate risks into policy frameworks.

Keywords: Price Stability, Climate Change, Monetary Policy, Fixed-Effects Models



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Assessing the Financial Stability and Strategic Resilience of PT Anabatic Technologies Tbk amid Indonesia's Digital Transformation (2020–2024)

Joshua PRADANA

IPMI Institute, Indonesia
joshua.pradana@ipmi.ac.id
Orcid: 0009-0001-2200-0947

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Farid AHMAD

Ipmi Institute, Indonesia
farid.ahmad@ipmi.ac.id
Orcid: 0009-0005-7546-4111

ABSTRACT

The acceleration of digital transformation in Indonesia has reshaped the dynamics of the information technology sector, challenging firms to maintain financial resilience while expanding innovation capabilities. This study analyzes the financial stability and strategic resilience of PT Anabatic Technologies Tbk (ATIC), one of Indonesia's leading IT service and cloud-solution providers, during the period 2020–2024. Utilizing financial ratio analysis, the Altman Z-Score, and DuPont frameworks, this research evaluates the company's liquidity, profitability, efficiency, and leverage to understand how ATIC adapts to industry-wide technological shifts. The analysis reveals patterns of financial strengthening supported by improved operating margins and efficiency, alongside persistent leverage challenges that require careful capital management. By linking quantitative financial indicators with strategic adaptation, the study highlights how ATIC's financial structure reflects its resilience strategy amid the rapidly evolving digital ecosystem. The findings provide practical insights for business leaders and policymakers regarding sustainable financial strategies and risk management in Indonesia's growing IT and cloud-service industries.

Keywords: Financial stability, Digital transformation, Altman Z-Score, DuPont analysis, IT Industry.



Assessing the Impact of the COVID-19 Pandemic on the Financial Performance of PT Samudera Indonesia

Adnan Garry KURNIAWAN

IPMI Institute, Indonesia
adnan.kurniawan@ipmi.ac.id
Orcid: 0009-0000-2890-8422

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Monica Christine SIMANJUNTAK

IPMI Institute, Indonesia
monica.simanjuntak@ipmi.ac.id
Orcid: 0009-0006-3230-0755

ABSTRACT

The financial performance of PT Samudera Indonesia over the 2019–2024 period is analyzed to identify variations between the pre-pandemic and post-pandemic phases. This study analyzes the financial performance of PT Samudera Indonesia during the COVID-19 pandemic and subsequent recovery period (2020–2024) using financial ratio analysis and the DuPont framework. Drawing on audited financial statements and secondary data from the company's Investor Relations portal, the research evaluates liquidity, profitability, activity efficiency, and the internal drivers of Return on Equity. The findings show that the pandemic triggered a substantial decline in profitability in 2020, reflecting disruptions in global trade and maritime logistics. Performance improved markedly in 2021 and reached an exceptional peak in 2022 due to surging freight rates and increased operational efficiency. Although profitability moderated in 2023–2024, the company's financial position strengthened structurally, evidenced by rising equity, improved liquidity, and lower leverage. DuPont decomposition indicates that the 2022 peak was largely driven by enhanced margins and asset turnover, while post-peak stability resulted from stronger capitalization and prudent financial management. Overall, the study highlights the company's resilience and adaptive capability in responding to external shocks, offering empirical insight into how Indonesian maritime logistics firms navigate periods of global disruption and recovery.

Keywords: Financial Performance; COVID-19 Pandemic; Liquidity; Profitability; PT Samudera Indonesia



Literature Review: Plant-Based Cellulose for Carboxymethyl Cellulose Conversion and Application in Drilling Mud Formulation

Rika Maharani WAROPEN

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
waropenrika@gmail.com
Orcid: 0009-0008-0583-1651

Rini SETIATI*

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
*Corresponding: rinisetiati@trisakti.ac.id
Orcid: 0000-0001-9243-062X

Suryo PRAKOSO

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
suryo_prakoso@trisakti.ac.id
Orcid: 0000-0002-5406-921X

Rambun Pamenan KHAIFI

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
rambun1430@gmail.com
Orcid: 0009-0006-7491-1386

Widia YANTI

Environment, Development, and Sustainability, Faculty of Graduate School, Chulalongkorn University
6488328820@student.chula.ac.th
Orcid: 0000-0002-2173-3743

ABSTRACT

Carboxymethyl cellulose (CMC) plays a very important role in oil drilling mud formulations, mainly due to its rheological properties that can be adjusted to field operating conditions. CMC functions as a viscosifier, fluid loss controller, and rheological stabiliser in water-based drilling mud systems. However, most CMC used in the oil and gas industry still relies on high-cost imported products, while the demand for environmentally friendly drilling mud additives is increasing. Natural cellulose derived from agro-industrial waste such as palm fronds, bagasse, rice straw, date palm fronds, rice husks, straw, and bamboo has high potential as a source of Carboxymethyl Cellulose (CMC) raw material for oil drilling mud formulation. Previous studies have shown that plant-based CMC has competitive performance with commercial products. Research shows that bagasse, cassava tubers, palm fronds, and bamboo are suitable for development as raw materials for CMC for water-based drilling mud formulations because they exhibit chemical-physical profiles that are close to/in line with SNI Quality II standards, thus having the potential to work simultaneously as a viscosifier and a fluid loss control agent. In addition, CMC from palm fronds can achieve a high degree of substitution and reduce moisture loss better than imported CMC, while rice husks can reduce moisture loss by up to 64.89%, approaching the performance of synthetic CMC and PAC. The use of local biomass not only reduces dependence on imported materials, but also supports environmental conservation efforts by processing agricultural waste into raw materials that have added value and are more economical.

Keywords: Carboxymethyl Cellulose (CMC), Natural Cellulose, Drilling Mud.

Evrensel Adalet ve Devlet Düzeni

Nihat ÇELİKTAŞ

nihatceliktas38@gmail.com

Orcid: 0009-0009-3458-8379

ÖZET

Eşit adalet, her insana hak olduğu gibi; hak tanımayan, gaspçı, sadist ve zalimler için de eşit bir karşılıktır. İnsanlık suçlarına verilen eşit karşılık caydırıcı olup, bu suçlara maruz kalan insanların mal, can, namus, din ve inanç özgürlüklerine karşı yapılan saldırı ve tecavüzleri minimuma düşürür. Mal, can, namus, din ve inanç özgürlüklerinin emniyetini sağlar. İnsanlık suçlarına karşı eşit adaletin uygulanmadığı sistemlerde suç işleme oranları çok yüksek olduğu gibi, insan hak ve özgürlükleri de korunamamaktadır. Eşit adalet sistemi, halkların ve ülkelerin emniyetini, huzurunu sağlar ve korur. Eşit bir adalet sisteminin oluşturulması; yüzyıllarca insanlığı sömüren şeytan üçgeni (sermayeciler, siyasetçiler, din adamları) tarafından suikast, zulüm ve katliamlarla engellenmiştir. Şeytan üçgeni, varlığını başrolünü oynayan sözde din adamlarıyla günümüze kadar sürdürmüş ve sürdürmektedir. Şeytan üçgeninde sermayenin hizmetçileri siyasetçiler; siyasetçilerin hizmetçileri ise sözde din ve inançlarla kandırılıp uyuşturulan toplumlardır. Bu şeytan üçgeni, tüm dünya halklarını sömüren mutlu bir azınlıktır. İnsanlık tarihinin başlangıcından günümüze kadar gelen bu şeytan üçgeninin hegemonyasına son verme maksadıyla kitaba dönüştürdüğüm “Evrensel Adalet ve Devlet Düzeni” adlı çalışmamı tüm dünya halklarına sunuyorum.

Anahtar Kelimeler: Evrensel Adalet, Devlet Düzeni

Universal Justice and State Order

ABSTRACT

Equal justice is a right to which every human being is entitled; likewise, it is an equal retribution for those who deny rights — the usurpers, sadists, and oppressors. The proportional response given to crimes against humanity acts as a deterrent and minimizes assaults and violations committed against the property, life, honor, religion, and freedom of belief of individuals. It ensures the security of property, life, honor, religion, and freedom of belief. In systems where equal justice is not implemented against crimes against humanity, the rate of criminal activity is exceedingly high, and the protection of human rights and freedoms cannot be sustained. An equal justice system establishes and preserves the safety and peace of nations and peoples. The establishment of such a system of equal justice has, for centuries, been obstructed by the “devilish triangle” — composed of capitalists, politicians, and clergymen — through assassinations, oppression, and massacres. This devilish triangle has perpetuated its existence up to the present day, primarily through its leading actors, the so-called religious authorities. Within this triangle, politicians are the servants of capital, while societies — deceived and numbed by false religions and beliefs — become the servants of politicians. This devilish triangle constitutes a privileged minority that exploits all the peoples of the world. With the aim of ending the hegemony of this devilish triangle that has persisted since the dawn of human history, I have transformed my work entitled “The Constitution of Universal Justice and the Order of the State” into a book and hereby present it to all the peoples of the world.

Keywords: Universal Justice, State Order.



Evaluation and Optimization of Volumetric Efficiency of Hydraulic Pumping Unit at Wells R33, P-22, and K-30, BUN Field

Rambun Pamenan KHAIFI

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
rambun1430@gmail.com
Orcid: 0009-0006-7491-1386

Muhammad Taufiq FATHADDIN

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
muh_taufiq@trisakti.ac.id
Orcid: 0000-0003-2351-0292

Dwi Atty MARDIANA

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
atty@trisakti.ac.id
Orcid: 0000-0001-8543-5342

Rika Maharani WAROPEN

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia
waropenrika@gmail.com
Orcid: 0009-0008-0583-1651

Widia YANTI

Environment, Development, and Sustainability, Faculty of Graduate School, Chulalongkorn University
6488328820@student.chula.ac.th
Orcid: 0000-0002-2173-3743

ABSTRACT

The BUN Field is one of the mature oil fields that relies on artificial lift technology to sustain and enhance oil production. One of the applied methods is the Hydraulic Pumping Unit (HPU), which functions to lift fluids from the bottomhole to the surface. However, several wells, such as R-33 and P-22, show suboptimal performance with volumetric efficiency below 45%, while well K-30 exhibits an efficiency above 45%, indicating that optimization is not required. Low volumetric efficiency indicates that the installed pump is not operating effectively, which may be caused by improper pump design parameters such as stroke length (SL) and pump speed (N). This study aims to evaluate and optimize the performance of the HPU system to increase volumetric efficiency and well productivity. The analysis was conducted using the Inflow Performance Relationship (IPR) and Productivity Index (PI) to assess well deliverability. The optimization process focused on adjusting the stroke length and pump speed to achieve maximum pump displacement and higher oil production rates. The results demonstrate that optimizing HPU design parameters significantly improves volumetric efficiency and production performance. This research provides valuable insights into improving artificial lift system effectiveness and can serve as a reference for similar optimization studies in other oil fields.

Keywords: Hydraulic Pumping Unit, Inflow Performance Relationship, Volumetric Efficiency



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Measuring Mitra Adiperkasa Active TBK Financial Performance during COVID-19 using DuPont Analysis

Ivan Gianetti WIRAKARTAKUSUMAH

Institute IPMI, Indonesia
ivan.wirakartakusumah@ipmi.ac.id
Orcid: 0009-0009-6931-6728

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Patma Ningrum Tri UTAMI

Institute IPMI, Indonesia
patmaningrum.utami@ipmi.ac.id
Orcid: 0009-0007-4982-2231

ABSTRACT

The COVID-19 pandemic in Indonesia occurred from March 2020 through June 2023. Mitra Adiperkasa Active was initially affected but demonstrated significant recovery after a few years. This improvement is reflected in the company's revenue growth from Rp 4,781 Billion in 2020 to Rp 13,558 Billion in 2023. The purpose of this study is to analyze and measure the financial performances of Mitra Adiperkasa Active during 2020 through 2023 using The DuPont analysis method. This method employs the Debt to Equity ratio, Fixed Assets Turnover ratio and Net Profit Margin ratio to assess financial performance. The findings show that from 2020 through 2023, Mitra Adiperkasa Active successfully maintained profitability and strengthened its financial resilience in the post-pandemic period. The company recorded an average Net Profit Margin of 10.21%, Fixed Assets Turnover ratio of 3.11, and Debt to Equity ratio of 0.84 in 2023. The DuPont Analysis revealed a Return on Assets (ROA) of 23.54%. These results indicate that Mitra Adiperkasa Active was able to sustain strong performance through efficient asset utilization and minimal debt exposure, even during the COVID-19 crisis. This study can serve as a financial reference for retail managers to better understand key financial indicators and make informed strategic decisions for business sustainability.

Keywords: Retail, Financial Performance, Dupont Analysis



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Languages and Currencies in Francophone Africa: Challenges for Sovereignty, Peace and Sustainable Development

PhD. Candidate Ariane De Crécy NKOLLO KEPEUTAT

Political Science, University of Ebolowa-Cameroun

arianedecrecyn@gmail.com

Orcid: 0009-0006-2153-8629

ABSTRACT

In Francophone Africa, languages and currencies inherited from colonization continue to have a profound impact on economic, social and political trajectories. French, the official languages that are often marginalized in decision-making and education. Similarly, the CFA franc still pegged to euro and historically tied to France raises debates around monetary sovereignty. This colonial legacy presents major challenges today. It can perpetuate inequalities, hinder public ownership of policy decisions, and fuel identity or economic tensions. As Africa seeks to build a more inclusive, sustainable, and peaceful future, rethinking the role of languages and currencies becomes essential to strengthen state autonomy, promote social cohesion and build a more equitable future.

Keywords : Language, Currencies, Sovereignty



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The "Portfolio Drag" Paradox: When Volume-Led Growth Becomes Value-Destructive in a Transitioning Energy Market – A Case Study of PT Perusahaan Gas Negara

Risnu ZUHRUFFANI

Institute IPMI, Indonesia
Risnu.zuhruffani@ipmi.ac.id
Orcid: 0009-0005-8371-3042

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Najwa ALIMAH

Institute IPMI, Indonesia
najwa.alimah@ipmi.ac.id
Orcid:0009-0004-6980-3976

ABSTRACT

This study investigates the financial paradox confronting PT Perusahaan Gas Negara (PGAS), a stated-owned energy entity whose significant growth in gas sales volume over a recent five-year period has not translated into commensurate profit growth. Instead, the company exhibits contracting EBITDA margins, indicating a decline in operational efficiency and profitability per unit of sales. The study hypothesizes that this gap between volume growth and profit stagnation is driven by a deterioration in PGAS's product portfolio mix. Specifically, it posits that revenue growth has been disproportionately fueled by low-margin segment, namely gas trading and regulated transmission while the contribution from higher margin distribution and retail sales has lagged. The research employs a financial analysis of PGAS's segmental reporting from 2021 to 2025. The methodology involves a segment wise margin analysis to track EBITDA margins for transmission, distribution, and gas trading, complemented by a portfolio mix analysis to quantify each segment's changing contribution to total revenue and profit. While looking out as well cash return on capital investment to give a clearer picture of cash profitability and specifically unit economics ration where capacity utilization drives revenue. The findings confirm the "portfolio drag" effect, revealing that the shifting revenue mix toward lower-margin activities has indeed eroded overall profitability. Based on this diagnosis, the study concludes with strategic recommendations. It performs a sensitivity analysis to evaluate potential solutions, exploring the efficacy of revising commercial agreements and pursuing aggressive market penetration in high-margin segments against the alternative of strategic cost optimization in facility maintenance to restore sustainable profitability specifically for decision making processes to build new transmission to the upstream business.

Keywords: Transitioning Energy Market, EBITDA, sensitivity analysis.



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Financial Restructuring and Deleveraging Strategy of PT Dayamitra Telekomunikasi Tbk (Mitratel): A Study on Financial Performance during Infrastructure Expansion in Indonesia

Canrijon LIMBONG

Institute IPMI, Indonesia
canrijon.limbong@ipmi.ac.id
Orcid: 0009-0005-1540-2672

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Nadya Zulfa NAFIS

IPMI Institute, Indonesia
nadya.nafis@ipmi.ac.id
Orcid: 0009-0005-6681-8467

ABSTRACT

Telecommunication infrastructure development in Indonesia has become a key priority in the national digital transformation strategy. PT Dayamitra Telekomunikasi Tbk (Mitratel), a subsidiary of Telkom Group, presents a unique financial case of achieving consistent asset expansion while significantly reducing its debt ratio from 68% in 2020 to 43% in 2024. This study aims to evaluate Mitratel's financial performance and the effectiveness of its capital structure management following a corporate restructuring and asset transfer from Telkomsel between 2021 and 2024. The research applies financial ratio analysis and the DuPont framework to assess liquidity, profitability, efficiency, and solvency, using data from audited financial statements and public disclosures. Results in 2024 indicate low liquidity (current ratio 0.28× meaning current assets cover only 28% of current liabilities), strong profitability (operating margin 44.90%), and moderate asset efficiency (OIROI 7.19%, asset turnover 0.16×). The Asset Turnover ratio reached its lowest point in 2021 0.12 times following the massive asset base expansion due to the asset transfer, but has shown a gradual improvement up to 0.16 times in 2024, indicating improving asset efficiency. Notably, the firm achieved continuous deleveraging while maintaining robust operating performance, supported by recurring lease revenues and disciplined capital expenditure throughout the post-IPO period (2021–2024), following the asset transfer from Telkomsel in 2021 and the subsequent implementation of corporate restructuring initiatives. The study highlights the role of prudent utilization of IPO proceeds and internal equity optimization, and operational resilience in achieving a balanced capital structure in a capital-intensive industry. This case contributes to the understanding of how State-Owned Enterprises (SOEs) in emerging markets can implement strategic restructuring to support financial sustainability without compromising growth. The findings offer practical implications for corporate finance managers and policymakers overseeing SOE governance.

Key Words: Financial Performance, Corporate Restructuring, Deleveraging Strategy, Soes, Mitratel, Dupont Analysis



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Financial Performance Analysis of PT. Asta Otoparts Tbk. during the Emerging of Electric Vehicle (EV) in Indonesia using Altman Z-Score Model

Jonathan WIJAYA

Institute IPMI, Indonesia
jonathan.wijaya@ipmi.ac.id
Orcid: 0009-0006-0940-7511

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Daffa Arindra PUTRA

Institute IPMI, Indonesia
daffa.putra@ipmi.ac.id
Orcid: 0009-0002-5602-7950

ABSTRACT

Since the COVID-19 period to the current situation (2025), the automotive spare parts industry has experienced different output of income and losses. Therefore, the emergence of EV vehicles is also giving massive effects on how the automotive market has become. This study evaluates the financial performance of PT. Astra Otoparts Tbk. (AUTO) as one of the companies in the industry to assess the company's financial stability and bankruptcy risk utilizing the Altman Z-Score model. Since the great loss in 2020, AUTO had proven to regain their income afterwards including the market shifts. By analyzing financial statements from the past five years (2020-2024), the research identifies the impact and progression during the time of the emerging EV market on PT. Astra Otoparts' financial health and stability. The results reveal key insights into the company's liquidity, solvency, and profitability, highlighting potential risks and opportunities in the evolving automotive industry. This analysis provides valuable information for investors, management, and policymakers to make informed decisions in navigating the transition towards electric mobility in Indonesia. The company was in the Grey Zone of caution as the analysis started in 2020, with a Z-Score of 2.490. In 2021, this position marginally weakened to 2.470. In 2022, a significant improvement started, bringing the score closer to the financial safety level at 2.798. With an excellent score of 3.057 in 2023, the organization successfully crossed this crucial threshold and was securely placed in the Safe Zone. Despite a minor slowdown, this secure status persisted throughout 2024, with a final score of 3.022, indicating a persistent, low likelihood of financial trouble.

Keywords: Financial performance; EV vehicles; Altman Z-Score model.



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Financial Health Analysis of PT FKS Food Sejahtera Tbk using DuPont System Analysis and Altman Z-Score in the period of 2021-2024

Josephin Johana Christie KALENGKONGAN

IPMI Institue, Indonesia
josephin.kalengkongan@ipmi.ac.id
Orcid: 0009-0004-3622-6914

Wiwiek Mardawiyah DARYANTO

IPMI Institue, Indonesia
josephin.kalengkongan@ipmi.ac.id
Orcid: 0009-0004-3622-6914

Sefriana LOPO

IPMI Institue, Indonesia
sefriana.lopo@ipmi.ac.id
Orcid: 0009-0007-2229-1522

ABSTRACT

The Fast-Moving Consumer Goods (FMCG) industry is one of the main sectors in Indonesia, playing a significant role in driving national economic growth. PT FKS Food Sejahtera Tbk (AISA) is one of the FMCG company focused on the production of snacks, sweets, and basic foods. Founded in 1953 and formerly known as PT Tiga Pilar Sejahtera Food Tbk, the company officially changed to its current name in March 2021 following its acquisition by FKS Group. In 2017 – 2018 found to have carried out shenanigans (manipulation) of financial reports raising concerns about corporate governance and financial transparency. This reasearch examine the financial health of AISA using the DuPont System analysis and Altman Z-Score method model to predict corporate bankruptcy risk. The data and methodology used is an observation method and based study on secondary data referred to the financial report on the company's official website collected from from the period of 2021-2024. The study result showed AISA's DuPont ROE from 0.69% (2021), -8.02% (2022), 1.94% (2023), and 6.64% (2024) that remained consistently and substantially below than the industry average ratios across profitability, asset efficiency, and financial stability dispite of improving trend observed in 2021–2024 the gap continues to be a major concern. The Z-score places the company predominantly in the Grey Zone 1.921 (2021), 1.882 (2022), 1.498 (2023), 1.927 (2024), leading to the overall conclusion that AISA's financial condition can be described as fragile, operationally inefficient, and less profitable than its industry peers, with continuing exposure to financial risk.

Keywords: Financial Health, DuPont System, Altman Z-Score, Fast-Moving Consumer Goods



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Ratio Repair at a Flag Carrier: Financial Ratio Dynamics of Garuda Indonesia (2020–2025) and the Pro Forma Effect of Danantara’s November 12, 2025 Capital Injection

Ihsan Fauzi RAHMAN

IPMI Institute, Indonesia

Ihsan.rahman@ipmi.ac.id

Orcid: 0009-0002-6610-151X

Melani Halena TAMONOB

IPMI Institute, Indonesia

Melani.tamonob@ipmi.ac.id

Orcid: 0009-0001-8748-7784

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia

wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5857

ABSTRACT

This paper examines the evolution of Garuda Indonesia’s financial ratios between 2020 and 2025 and estimates how a state backed recapitalization by Danantara Indonesia (BPI Danantara), approved by shareholders on 12 November 2025, changes those ratios on a pro forma basis. The analysis draws on audited annual reports (2020–2024), interim 1H 2025 financial statements, and official disclosures on the private placement. It covers profitability (net profit margin, return on assets, return on equity), liquidity (current and cash ratios), activity (total asset turnover), and solvency (debt to equity and liabilities to assets).

The COVID 19 shock produced deeply negative margins and equity in 2020–2021. After a court sanctioned restructuring, Garuda reported a profit in FY 2023, but this was driven largely by non operating items such as impairment reversals and bond buybacks. Losses returned in 1H 2025 and equity remained negative, reflecting high leverage and heavy maintenance costs.

On a pro forma basis, the November 12 recapitalization—US\$1.44 billion of new equity plus conversion of a US\$405 million shareholder loan—materially repairs the balance sheet. The current ratio rises from 0.44× (June 2025) to around 1.5×, negative equity turns positive, and leverage and interest coverage ratios move closer to typical industry ranges. Without the transaction, liquidity and solvency constraints would persist; with it, Garuda’s financial position shifts from distress to a watch/adequate posture, assuming disciplined execution. The case shows how capital structure adjustments can support post pandemic airline turnarounds in emerging markets and provides timely context around the shareholder decision.

Key Words: Financial Ratio Analysis; Garuda Indonesia; Sovereign Wealth Fund; Private Placement; Capital Structure



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Measuring Financial Performance of PT Bukit Asam Tbk During Declining Export Demand & Global Headwinds

Ferdinan SIHOMBING

Institute IPMI, Indonesia
ferdinan.sihombing@ipmi.ac.id
Orcid: 0009-0000-1033-9364

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Jerry The NALLEY

Institute IPMI, Indonesia
jerry.nalley@ipmi.ac.id
Orcid: 0009-0005-9127-5740

ABSTRACT

PT Bukit Asam Tbk (PTBA) is one of Indonesia's leading coal producers that plays a critical role in the national energy supply chain and economic development. Operating primary in south Sumatera, PTBA contributes substantially to domestic coal production and export revenue. However, the coal industry faces challenges such as declining demand, market volatility and stricter global environmental regulations and the growing transition toward renewable energy sources. In response the issues, PT Bukit Asam Tbk, has initiated strategic transformations focusing on operational efficiency, downstream coal development, and renewable energy integration. This study aims to analyze and measure the financial performance and capital structure efficiency of PTBA during the period 2020–2024. The analysis is based on secondary data obtained from audited financial statements, annual reports, and public disclosures available on the Indonesia Stock Exchange (IDX). The research methodology used was financial ratio analysis, which was classified into probability, liquidity, activity, and solvency ratios.

Keywords: Financial Performance, Coal Industries, Coal Production, Coal Demand.



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Global Supply Chain Disruptions and Financial Resilience: A Decade of Evidence from Walmart Inc. (2015-2025)

T. Muhd. Redha VAHLEVI

IPMI International Business School

redha.vahlevi@ipmi.ac.id

Orcid: 0009-0007-1331-8201

Wiwiek Mardawiyah DARYANTO

IPMI International Business School

Wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5857

Aulia Rahmadiani PUTRI

IPMI International Business School

aulia.putri@ipmi.ac.id

Orcid: 0009-0009-6362-5108

ABSTRACT

This study investigates the relationship between the global supply chain disruptions and financial resilience of Walmart Inc. over the period 2015-2025. Using the Global Supply Chain Pressure Index (GSCPI) as a proxy for logistical stress. This research examines how fluctuations in supply chain at the global level influences Walmart's financial ratios including profitability, liquidity, and operational efficiency. Secondary data were collected from Walmart's annual reports and The Federal Reserve Bank of New York. Employing a time-series linear regression, this research aims to test whether global supply chain pressure leads to change in financial ratios performance during this period, particularly inventory turnover and return on assets (ROA). The results are expected to demonstrate Walmart's capacity to absorb the turbulence from external shocks and ability to perform financial stability through supply chain management, digitalization and sourcing. The study contributes not only to literature on supply chain and financial strategy by linking macro-level disruptions with the firm-level financial resilience, but also to offer new managerial insights for global retailers in navigating volatility and uncertainty.

Keywords: Global Supply Chain, Financial Ratios, External Shocks, Supply Chain Management



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Financial Performance of Consumer-Branded Packaged Foods Industry under Pandemic Normalization and Input-Cost Volatility in Indonesia

Valencia KAM

IPMI Institute, Indonesia
valencia@ipmi.ac.id
Orcid: 0009-0002-6228-7900

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Azahran Atras Arfie SYAM

IPMI Institute, Indonesia
azahran.syam@ipmi.ac.id
Orcid: 0009-0004-6495-8469

ABSTRACT

In Indonesia's consumer-branded packaged food market, resilience rests on scale, distribution reach, and pricing power through commodity and currency cycles. Against that backdrop, PT Indofood CBP Sukses Makmur Tbk ("ICBP")'s five-year financial performance was evaluated using a DuPont analysis to attribute movements in return on equity (ROE) to profitability (net profit margin), efficiency (asset turnover), and capital structure (equity multiplier), with tax and interest burdens considered where informative. Audited statements for FY2020-FY2024 were analyzed to trace how margin, turnover, and leverage dynamics interacted during pandemic normalization and input-cost shocks. Results indicated a mid-period compression in profitability at the 2022 cost peak (net profit margin declined from 13.93% in 2021 to 8.84% in 2022), followed by partial recovery in 2023 (12.48%) and 2024 (12.25%) as pricing discipline, product mix optimization toward higher-margin noodles (71% of sales), and operating productivity restored margin quality. Asset turnover remained disciplined for a staples profile, while the equity multiplier trended prudent as operating cash flows strengthened and financing costs eased, supporting improved interest coverage. The decomposition suggested that margin normalization, rather than incremental leverage, primarily anchored ROE restoration late in the window. The findings offered a CFO-oriented map linking commercial levers (pricing, mix, cost) to ROE drivers, informing capital-allocation priorities around margin protection and disciplined funding. Limitations included reliance on public disclosures and the absence of unit-level economics or hedge detail.

Keywords: Consumer-branded Packaged Food; Indonesia; Financial Performance; Liquidity; Profitability



The Financial Distress Analysis of PT Wijaya Karya (Persero), Tbk. for Period of 2020-2024

Rubiyati INAYAH

Sekolah Tinggi Manajemen IPMI, Indonesia
rubiyati.inayah@ipmi.ac.id
Orcid: 0009-0009-2486-9732

Wiwiek Mardawiyah DARYANTO

Sekolah Tinggi Manajemen IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Ammara Rania PANE

IPMI Institute, Indonesia
ammara.pane@ipmi.ac.id
Orcid: 0009-0006-7349-2052

ABSTRACT

This study analyzes the financial distress condition of PT Wijaya Karya (Persero), Tbk (WIKA) for period 2020 – 2024 using the Altman Z-Score model as the primary analytical tool. The objective is to evaluate the company's financial stability, identify potential bankruptcy risk, and assess the effectiveness of its financial management amid challenging economic conditions. The findings reveal that WIKA consistently remained in the Distress Zone throughout five-year period, with Z-Scores ranging from 0.40 to 0.73 in 2020, 2021, 2022, and 2024 far below the threshold of 2.6 that indicates financial health. The most critical condition occurred in 2023 when WIKA recorded Z-Score of (1.73), placing the company in the Severe Distress Zone. This sharp decline reflects serious financial strain driven by substantial losses, project delays, and high debt servicing obligations. Although WIKA experienced a slight improvement in 2024 with Z-Score of 0.65, the company remained in a distressed condition. The overall trend from 2020 to 2024 demonstrates persistent financial instability, weakening solvency, and significant operational challenges. Based on results, the study recommends that WIKA prioritize strengthening liquidity through improved receivable collection, tighter working capital management, and selection of projects with faster cash conversion cycles. Additionally, comprehensive debt restructuring and divestment of non-core assets are essential to alleviate financial pressure. In the long term, WIKA must enhance profitability, enforce strict cost control, and improve project monitoring to prevent further delays and inefficiencies. These strategic initiatives are crucial to restoring financial stability and lowering the long-term bankruptcy risk identified by the Z-Score analysis.

Keywords: Altman Z-Score, State-Owned Enterprise, Financial Performance, Bankruptcy Risk.



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Assessing the Financial Resilience of PT Adhi Karya (ADHI) through Z-Score Dynamics in the 2020-2024 Period Prior to a Merger with Another State-Owned Construction Company

Danang Arief NUGROHO

Institute IPMI, Indonesia
danang.nugroho@ipmi.ac.id
Orcid: 0009-0005-7426-4433

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Ms. Nayla Rasti ERMAWAN

Institute IPMI, Indonesia
nayla.ermawan@ipmi.ac.id
Orcid: 0009-0009-4134-1657

ABSTRACT

Indonesia's construction industry is facing increasing financial pressure, especially on State-Owned Enterprise (SOE) construction companies that play an important role in national infrastructure development. One of the crucial issues is the potential for financial distress, which if not detected early can disrupt the stability of strategic projects and weaken the sustainability of the company. The urgency of this research is strengthened by the government's plan to consolidate seven SOE construction, so that an objective evaluation of the financial condition of each entity, including PT Adhi Karya (Persero) Tbk (ADHI), is needed. This research aims to: 1) analyze the financial condition of PT Adhi Karya (Persero) Tbk (ADHI) during the period 2020-2024, 2) analyze the potential financial condition of ADHI if it plays a role as a leader in merger activities, and 3) analyze the potential financial condition of ADHI if it plays a role as a member in merger. The method used is the Modified Altman Z-Score (1995) with four financial ratios, using ADHI financial statement data for the 2020-2024 period. The results showed that ADHI was in a state of distress in 2020-2021, then improved to the grey area throughout 2022-2024. The capital structure ratio (X4) is the strongest indicator, while profitability (X3) is the weakest aspect. To enhance the accuracy of financial distress prediction, future studies are encouraged to combine the Altman Z-Score with additional models such as the Ohlson O-Score, Springate, or cash flow analysis, enabling a more comprehensive assessment of financial stability risks.

Keywords: Altman Z-score, State-Owned Enterprise (SOE), Financial Risk, Infrastructure



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Microbiota Modulation as Therapeutic Approach in The Neuropathic Pain in Dog with Spinal Cord Injury: Impact of Polenoplasmin

Major Gheorghe GIURGIU

Deniplant-Aide Sante Medical Center, Biomedicine, Bucharest, Romania
deniplant@gmail.com
Orcid: 0000-0002-5449-2712

Lect Dr Cristina FERNOAGA

University of Agronomic Sciences and Veterinary Medicine, Faculty of Veterinary Medicine, Romania
University Veterinary Emergency Hospital Prof Univ Dr Alin Birțoiu, Romania
cfernoaga@yahoo.com

Prof Dr. med Manole COJOCARU

Academy of Romanian Scientists
Titu Maiorescu University, Faculty of Medicine, Bucharest, Romania
cojocar.manole@gmail.com
Orcid: 0000-0002-7192-7490

ABSTRACT

Background Studies have demonstrated the presence of gut dysbiosis (alterations in gut bacterial homeostasis) secondary to spinal cord injury in dogs. The dysbiosis is thought to impair recovery by decreasing the production of short-chain fatty acids which play a role in suppressing inflammation within the central nervous system.

Objective Therefore, targeting gut dysbiosis could have significant therapeutic value in the management of spinal cord injury. The purpose of this study is to determine if gut dysbiosis occurs in dogs with spinal cord injury. Another area of potential intervention interest is in situations of spinal injury where there is an urgent need to generate new neurons. To arrive at these observations, the authors examined how Polenoplasmin and diet solve paralysis in dogs.

Materials and methods the most common cause of spinal problems in dogs is trauma. We are currently assessing whether indoles can also stimulate formation of neurons in dogs with paralysis.

Results We found that gut microbes that metabolize tryptophan-an essential amino acid-secrete small molecules called indoles, which stimulate the development of new brain cells in dogs, also demonstrated that the indole-mediated signals elicit key regulatory factors known to be important for the formation of new neurons.

Conclusion This study is another intriguing piece of the puzzle highlighting the importance of lifestyle factors and diet. The link between the health of the microbiome and the health of the brain shows how microorganisms in the gut solve paralysis, gut microbe secreted molecule linked to formation of new nerve cells in paralyzed dogs.

Keywords: Gut Dysbiosis, Indole, Paralyzed Dog, Polenoplasmin.



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Financial Performance Evaluation Of PT. Charoen Pokphand (Persero) Tbk Using Financial Ratio Analysis From 2020 to 2024

Muhammad Indra Chaidir

IPMI Institute, Indonesia
indra.chaidir@ipmi.ac.id
Orcid: 0009-0006-1777-1532

Wiwiek Mardawiyah DARYANTO

Institute IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-35825857

Randy Alaric JUREMI

IPMI Institute, Indonesia
randy.juremi@ipmi.ac.id
Orcid: 0009-0002-7940-7462

ABSTRACT

The Indonesia's livestock industry has recorded significant growth in recent years. Based on data from the Central Statistics Agency (BPS), by 2024 there were 227 active livestock companies reporting a total revenue of IDR 3.53 trillion and a net profit of IDR 1.35 trillion. The sector remains concentrated on the island of Java, particularly in West Java, which hosts most poultry enterprises. As the industry contributes to national food security and rural economic development, assessing the financial condition of major players is essential. This study evaluates the financial performance of PT Charoen Pokphand Indonesia Tbk (CPIN) as one of the leading poultry firms and compares it with selected peers within the same sector. The analysis applies financial ratio assessment covering four dimensions: liquidity, solvency, activity, and profitability. Secondary data were obtained from audited financial statements over a defined observation period. The results show that CPIN maintains a strong solvency position with a debt-to-equity ratio of approximately 24.9%, indicating low financial leverage. However, liquidity ratios fluctuate across years, reflecting short-term cash flow management challenges. Compared to industry averages, CPIN performs above average in profitability and solvency but shows moderate efficiency in asset utilization. Overall, CPIN's financial position is sound and generally superior to most competitors, though consistent liquidity management and operational efficiency remain areas for improvement. The findings provide practical insights for investors, managers, and policymakers in evaluating the financial sustainability and competitiveness of Indonesia's agribusiness sectors.

Keywords: Livestock Industry; PT Charoen Pokphand Indonesia Tbk; Financial Ratio Analysis; Liquidity Ratio; Solvency Ratio; Profitability Ratio; Financial Performance.



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Literature Reviews: Types, Comparison, Strengths, Weaknesses, and Recommendations

Rey Ty

Department of Peace Studies, International College, Payap University, Thailand
rety1@gmail.com
Orcid: 0000-0002-9258-0318

ABSTRACT

Many articles present literature review as a laundry list of the writings of one author after another, which is problematic as such practice is mere tokenism and does not produce new knowledge. To fill the knowledge gap, this article responds to three research questions: 1) What are the different types of literature review? 2) What are the merits and demerits of each type of literature review? 3) What recommendations can be provided to researchers in their selection of the most appropriate type of literature review in their research articles? This article is itself a systematic literature review that synthesizes all types of literature review. Methodologically, this article presents a taxonomy of the different types of literature review. Data collection is based on library search of published articles. Data analysis is based on thematic coding. Findings reveal the following: 1) There are over twenty types of literature review. 2) Data revealed that each type of literature review has its own strengths and frailties. 3) This article provided recommendations to researchers on the ways in which they could judiciously select the most appropriate type of literature review for their research article.

Keywords: Literature Review, Research, Research Methodology



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Enhancing Doctoral Supervision Practices in Ethiopian Public Universities through ePortfolios

Assoc. Prof. Dr. Berhanu ABERA

Center for Educational Research
Addis Ababa University, Addis Ababa, Ethiopia
berhanu.abera6@aau.edu.et

ABSTRACT

In the rapidly advancing modern era, technology has the potential to revolutionize traditional modes of doctoral research supervision. One such transformative tool is the ePortfolio, which has emerged as a vital element in supporting students' success in completing their doctoral research projects. This study aims to enhance the doctoral supervision practices in Ethiopian public universities through the utilization of ePortfolios, taking into account the importance of digital literacy practices among supervisors. An adaptive problem-solving research approach was employed, involving a consultative model of participatory research that engaged doctoral supervisors and supervisees. The findings revealed unsatisfactory integration of technology tools or platforms into the trajectory of the doctoral supervision process, with minimal engagement of doctoral supervisors and supervisees in ePortfolio-based supervision practices. Virtual spaces for supervision were mainly limited to email communications, and the majority of the supervisory process followed a traditional model. Building upon the baseline survey results, an ePortfolio Supervisory Model has been developed to enhance doctoral supervision practices through the implementation of a collaborative website virtual workspace.

Keywords: Doctoral supervision, ePortfolio, eSupervision, Supervision Pedagogy, Virtual Workspace.



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Financial Performance Evaluation of PT Telkom Indonesia (Persero) Tbk Using Financial Ratio Analysis from 2020 to 2024

Ary HARTONO

IPMI Institute, Indonesia
ary.hartono@ipmi.ac.id
Orcid: 0009-0009-3892-2629

Philip Immanuel

IPMI Institute, Indonesia
philip.immanuel@ipmi.ac.id
Orcid: 0009-0009-9339-3803

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

ABSTRACT

This study aimed to analyze the financial performance of PT Telkom Indonesia (Persero) Tbk from 2020 to 2024 using a comparative financial ratio analysis, addressing fluctuations in the company's performance that reflect its ability to maintain stability and efficiency in a dynamic business environment. Using a descriptive comparative approach, the study examined liquidity, solvency, activity, and profitability ratios based on secondary data from audited annual financial reports published by the Indonesia Stock Exchange. The findings revealed distinct variations across the five-year period: in 2020, liquidity increased due to rising fixed broadband demand during the pandemic, although profitability was pressured by higher operating costs; in 2021, profitability and asset utilization strengthened as data consumption grew, with solvency remaining stable; in 2022, liquidity improved following operational restructuring, but solvency showed initial signs of weakening due to higher long-term obligations; in 2023, profitability rose significantly supported by digital service expansion and operational efficiency, even as activity ratios slightly decreased due to asset consolidation; and in 2024, liquidity remained strong and profitability continued to grow, although solvency declined marginally amid increased investment in digital infrastructure. Overall, the study concluded that PT Telkom Indonesia maintained relatively stable financial conditions throughout the period, supported by effective operational management, although continuous efficiency enhancements remain necessary for long-term sustainability.

Keywords: Financial Performance, Financial Ratio Analysis, Comparative Analysis.

Havaalanı Operasyonlarında İnsan ve Sistem Hatalarının Ortak Analizi: FMEA-HFACS Bütünleşik Modeli

Prof. Dr. İnan ERYILMAZ
Süleyman Demirel University
inaneryilmaz@sdu.edu.tr
Orcid: 0000-0001-8307-2402

Dr. Nusret ERCEYLAN
Atlantic Flight Academy
nusreterceylan@gmail.com
Orcid: 0000-0003-4501-613X

ÖZET

Havaalanları, operasyonel risklerin ve güvenlik açıklarının yüksek olduğu karmaşık sosyo-teknik sistemlerdir (Koval ve Floyd, 1998). Bu karmaşıklık, risk yönetiminde hem teknik arızaları hem de insan faktörlerini dikkate alan bütüncül yaklaşımları gerekli kılmaktadır. Geleneksel risk analiz metodolojileri, genellikle bu iki alanı birbirinden ayrı ele alma eğilimindedir. Bu bildiri, Hata Modları ve Etkileri Analizi (FMEA) ile İnsan Faktörleri Analiz ve Sınıflandırma Sistemi (HFACS) yöntemlerinin bütünleşmiş kullanımının, havaalanı operasyonel risk yönetimindeki kritik rolünü ve metodolojik üstünlüklerini vurgulamayı amaçlamaktadır.

Geleneksel FMEA, sistem arızalarını öngörmede basit ve etkili bir araç olarak yaygın şekilde kullanılsa da (Bhattacharjee vd., 2020), sabit bir sınıflandırma yapısına sahip olmaması nedeniyle özellikle insan, çevre ve organizasyonel faktörleri gözden kaçırabilmektedir (Liou vd., 2025; Zhu vd., 2020). Diğer yandan, havacılık başta olmak üzere birçok sektörde insan hatası analizinde temel bir çerçeve sunan HFACS hataları sistematik olarak sınıflandırabilmektedir (Shappell & Wiegmann, 2000). Ancak HFACS, tek başına kullanıldığında, potansiyel emniyetsizlikleri belirlese de kantitatif bir değerlendirme yeteneği bulunmamakta bu nedenle hata modlarını önceliklendirememektedir. Bu noktada, iki metodolojinin entegrasyonu, birbirlerinin eksikliklerini giderebilecek bütüncül bir yaklaşım sunabilmektedir. Bu hibrit modelde HFACS, FMEA'nın zayıf olduğu "insan faktörleri" alanında sistematik bir hata modu belirleme aracı olarak görev alırken HFACS aracılığıyla (örneğin "Yetersiz Denetim" veya "Organizasyonel Etkiler" seviyelerinde) tanımlanan insan ve organizasyonel hata türleri, daha sonra FMEA sürecine bir "girdi" olarak dahil edilebilecektir. FMEA ise, bu hata türlerini "Şiddet", "Oluşum" ve "Saptanabilirlik" gibi faktörler (ve hatta "Maliyet" gibi ek faktörler) açısından kantitatif olarak değerlendirilmesini ve önceliklendirilmesini sağlayacaktır.

Sonuç olarak, FMEA ve HFACS'ın birleştirilmesi, havaalanı operasyonlarındaki insan kaynaklı kazaların ve teknik arızaların kök nedenlerinin daha iyi anlaşılmasını sağlamasına yardımcı olacaktır. Bu bütünleşik model, risk değerlendirmesi için daha doğru ve güvenilir bir temel oluşturarak kaynakların en kritik risk alanlarına yönlendirilmesine olanak tanımasına ve böylece operasyonel güvenlik ile verimliliğin artırılmasına doğrudan katkı sağlayacaktır.

Anahtar Kelimeler: HFACS, FMEA, Havacılık, Havalimanı

Integrated Analysis of Human and System Errors in Airport Operations: The FMEA-HFACS Model

ABSTRACT

Airports are complex socio-technical systems with high levels of operational risk and security vulnerabilities (Koval and Floyd, 1998). This complexity necessitates holistic approaches to risk management that consider both technical failures and human factors. Traditional risk analysis methodologies tend to address these two areas separately. This paper aims to highlight the critical role and methodological advantages of the integrated use of Failure Mode and Effects Analysis (FMEA) and the Human Factors Analysis and Classification System (HFACS) methods in airport operational risk management.

While traditional FMEA is widely used as a simple and effective tool for predicting system failures (Bhattacharjee et al., 2020), its lack of a fixed classification structure can cause it to overlook human, environmental, and organizational factors in particular (Liou et al., 2025; Zhu et al., 2020). On the other hand, HFACS, which provides a fundamental framework for human error analysis in many industries, particularly aviation, can systematically

classify errors (Shappell & Wiegmann, 2000). However, when used alone, HFACS identifies potential unsafe conditions but lacks the ability to perform quantitative assessments, thus failing to prioritize error modes. At this point, the integration of the two methodologies can offer a comprehensive approach that addresses each other's shortcomings. In this hybrid model, HFACS serves as a systematic error mode identification tool in the area of “human factors,” where FMEA is weak. Human and organizational error types identified through HFACS (e.g., at the levels of “Insufficient Control” or “Organizational Effects”) can then be included as “input” into the FMEA process. FMEA, in turn, will enable these failure types to be quantitatively assessed and prioritized in terms of factors such as “Severity,” “Occurrence,” and ‘Detectability’ (and even additional factors such as “Cost”).

Ultimately, combining FMEA and HFACS will help provide a better understanding of the root causes of human-induced accidents and technical failures in airport operations. This integrated model will directly contribute to improving operational safety and efficiency by creating a more accurate and reliable basis for risk assessment, enabling resources to be directed to the most critical risk areas.

Keywords: HFACS, FMEA, Aviation, Airport

Algoritmik Vergi Uygulaması ve Yapay Zekâ Tabanlı Risk Skorlaması: Türkiye'nin Kurgan Sistemine Eleştirel Bir Değerlendirme

Dr. Assistant Professor Salahattin ALTUNDAĞ

Dicle University

salahattinaltundag@gmail.com

Orcid: 0000-0002-6198-7959

ÖZET

Bu çalışma, Hazine ve Maliye Bakanlığı'na bağlı Vergi Denetim Kurulu tarafından sahte belgeyle mücadele amacıyla uygulamaya konulan Kuruluş Gözetimli Analiz Sistemi'ni (KURGAN) algoritmik vergi uygulaması çerçevesinde eleştirel olarak incelemektedir. Çalışma, tek-olgu odaklı nitel bir tasarım benimsemekte; Vergi Usul Kanunu'nun ilgili hükümleri, ikincil mevzuat, resmî strateji ve rehber metinleri ile ulusal ve uluslararası literatür üzerinde doktrinal hukuk analizi ve nitel doküman analizi yürütmektedir. Bulgular, KURGAN'ın kuruluş ve işlem bazlı, büyük veri destekli risk skorlama mantığıyla daha hedefli denetim ve etkinlik vaat ettiğini; ancak algoritmik şeffaflık, ispat yükünün fiili dağılımı, yanlış pozitif/negatif riskleri ve mükellef haklarına ilişkin usul güvenceleri bakımından önemli belirsizlikler içerdiğini göstermektedir. Çalışma, bu tespitler ışığında, KURGAN ve benzeri sistemler için açıklanabilir yapay zekâ, insan gözetimi, veri yönetimi ve bağımsız denetim eksenlerinde tasarım ilkeleri ve politika önerileri geliştirmekte; algoritmik vergi gözetiminin vergi ahlakı ve mükellef güveni üzerindeki olası etkilerine yönelik gelecekteki ampirik çalışmalar için bir araştırma gündemi önermektedir.

Anahtar Kelimeler: Algoritmik vergi uygulaması; Yapay zekâ tabanlı risk skorlama; KURGAN sistemi; Sahte belge / fatura; Usul güvenceleri ve temel haklar

Algorithmic Tax Enforcement and Ai-Based Risk Scoring: A Critical Assessment of Turkey's Kurgan System

ABSTRACT

This study offers a critical examination of the Kuruluş Gözetimli Analiz Sistemi (KURGAN), an AI-supported risk analysis system introduced by the Tax Inspection Board of the Ministry of Treasury and Finance in Turkey to combat false invoice fraud, within the broader framework of algorithmic tax enforcement. The study adopts a qualitative, single-case research design and combines **doctrinal legal analysis** with **qualitative document analysis** of the relevant provisions of the Tax Procedure Law, secondary legislation, official strategy and guidance documents, as well as national and international scholarly literature. The findings indicate that KURGAN, through its establishment- and transaction-based, big-data-driven risk scoring logic, promises more targeted audits and increased efficiency; however, it simultaneously reveals significant uncertainties regarding algorithmic transparency, the de facto redistribution of the burden of proof, the risks of false positives and false negatives, and the robustness of procedural safeguards related to taxpayers' rights. In light of these findings, the study develops design principles and policy recommendations for KURGAN and similar systems around explainable artificial intelligence, human oversight, data governance and independent auditing, and proposes a future research agenda for empirical studies on the potential effects of algorithmic tax surveillance on tax morale and taxpayers' trust in the revenue administration.

Keywords: Algorithmic tax enforcement; AI-based risk scoring; KURGAN system; False invoice fraud; Procedural safeguards and fundamental rights



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Altman Z-Score Analysis and Evaluation of Construction Company PT Wijaya Karya Indonesia: Evidence of Financial Health During the President Jokowi Era

Wiwiek M DARYANTO

Institut IPMI, Jakarta, Indonesia

wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5857

Dian Utami WULANINGSIH

Institut IPMI, Jakarta, Indonesia

dian.wulaningsih@ipmi.ac.id

Orcid: 0009-0002-3605-3780

Laila Adinda SAFITRI

Institut IPMI, Jakarta, Indonesia

laila.safitri@ipmi.ac.id

Orcid: 0009-0006-6778-4980

Liana Mega Ristyani BEKTI

Sekolah Tinggi Manajemen PPM, Indonesia

liana_mrb_mmwm_92@student.ppmschool.ac.id

Orcid: 0009-0000-2587-8555

Samuel PD ANANTADJAYA

Institut IPMI, Jakarta, Indonesia

samuel.anantadjaya@ipmi.ac.id

Orcid: 0000-0002-9256-9186

ABSTRACT

State-Owned Enterprises (SOEs) in Indonesia play a critical role in implementing national development priorities, particularly in infrastructure development. Under President Joko Widodo's administration, the policy framework known as “Jokowinomics” has aggressively expanded infrastructure spending, with SOEs such as PT Wijaya Karya (Persero) Tbk (WIKA) serving as key contributors to strategic national projects. Despite their central role, many construction SOEs have faced increasing financial challenges due to project delays, high debt burdens, and the economic impacts of the COVID-19 pandemic. This study analyzes the financial condition of WIKA during the 2019–2024 period using the Altman Z-Score model to assess corporate financial distress. This study applies a quantitative descriptive approach using the Altman Z-Score model to evaluate financial distress. Secondary data were collected from WIKA’s audited financial statements for the years 2019–2024. Key financial indicators (X1–X4) were calculated annually to analyze trends and assess the risk of bankruptcy. WIKA went through considerable financial pressure between 2019 and 2023, as seen in the declining trends across key components of the Altman Z-Score: liquidity (X1), retained earnings (X2), asset productivity (X3), and financial structure (X4). By 2023, the company was clearly struggling with serious liquidity problems and growing dependence on debt. In 2024, there were some signs of improvement, especially in liquidity, asset performance, and capital structure.

Keywords: Altman Z-Score; Financial Distress; Infrastructure Development; PT Wijaya Karya (WIKA); State-Owned Enterprises (SOEs)



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Short- and Long-term Changes in the Practice of COVID-19–related Complementary and Alternative Medicine Among Adults in Hejaz Region, Saudi Arabia

Professor Elham ALJAALY

Independent Faculty, Researcher and Consultant in Clinical Nutrition
Jeddah, Saudi Arabia
aljaalydiet@gmail.com
Orcid: 0000-0002-0787-1875

Registered Dietitian Miss Aisha HUSSEIN

Downtown Clinics Jeddah
Jeddah, Saudi Arabia
aiioshyas7@gmail.com
Orcid: 0009-0007-1626-1319

Associate Professor Dr. Nahlaa KHALIFA

Independent Faculty, Researcher and Consultant in Nutrition
Jeddah, Saudi Arabia
nahlaakhalifa@outlook.com
Orcid: 0000-0001-5007-8840

Teaching Assistant Miss Doaa ALYOUBI

King Abdulaziz University, Jeddah, Saudi Arabia
daalyoubi@kau.edu.sa
Orcid: 0009-0009-5203-7220

ABSTRACT

The COVID-19 pandemic significantly influenced the use of complementary and alternative medicine (CAM), especially dietary supplements, herbs, and plants. This study evaluated short- and long-term changes in CAM practices among adults between 2021 and 2025. A total of 777 adults from Hejaz Region in Saudi Arabia filled out a self-administered survey in 2021. Thirty percent of those were re-evaluated in 2025 to investigate long-term changes. Prior to the pandemic, dietary supplement use was prevalent among women (79.9%) more than men and among individuals with lower educational levels. During the pandemic, only those who have a diploma increased their use of dietary supplements. However, the use of Prophetic medicine and plants/herbs decreased or remained unchanged, albeit with an increased consumption of talbina (a barley flour porridge), pomegranate, and vinegar among women and individuals with a diploma education. The findings underscore the significant influence of a person's sex and education on COVID-era CAM practices. Women and people with lower educational levels practiced more CAM, with a notable increase in the consumption of certain products (talbina, pomegranate, vinegar) during the pandemic. Significant long-term changes were observed among the sample retested in 2025 (n=30). Among them, 53% (n=16) reported increasing their use of Prophetic medicine, mainly to control symptoms, which showed a significant association ($p=0.017$), and enhance immunity ($p<0.01$). They also reported increasing their consumption of dietary supplements, principally to meet nutritional requirements for vitamins and minerals ($p=0.001$) and to further enhance immunity ($p<0.01$). However, this significant change in CAM use showed no association with demographic features. We recommend further research on pandemic-related motivations for CAM use and public education on the risks and benefits of self-administered CAM.

Keywords: Complementary and Alternative Medicine; COVID-19; Dietary Supplements; Herbs; Hijaz; Prophetic Medicine

Nuri Demirağ'ın Girişimcilik Modeli: Tarihsel Perspektiften Günümüze Yetkinlik Analizi

Doç. Dr. Gülbeniz AKDUMAN

Fatih Sultan Mehmet Vakıf Üniversitesi

gakduman@fsm.edu.tr

Orcid: 0000-0002-3256-982X

Araştırma Görevlisi Ahmet Burak ARABACI

Fatih Sultan Mehmet Vakıf Üniversitesi

abarabaci@fsm.edu.tr

Orcid: 0009-0003-8307-4506

Münevver Elif İLHAN

Fatih Sultan Mehmet Vakıf Üniversitesi

munevverelif.ilhan@stu.fsm.edu.tr

Orcid: 0009-0004-4200-8569

Emirhan CEYLAN

Fatih Sultan Mehmet Vakıf Üniversitesi

emirhan.ceylan@stu.fsm.edu.tr

Orcid: 0009-0007-8302-2895

Muhammed Mekin AKBABA

Fatih Sultan Mehmet Vakıf Üniversitesi

m.mknaofficial@gmail.com

Orcid: 0009-0001-0682-281X

ÖZET

Bu çalışmanın amacı Türkiye'nin öncü girişimcilerinden Nuri Demirağ'ın girişimcilik yetkinliklerini ve erken Cumhuriyet dönemindeki sanayileşme sürecindeki rolünü incelemektir. Demirağ'ın vizyoner liderlik, yenilikçilik, risk alma ve kaynak yönetimi gibi girişimcilik yetkinlikleri, tarihsel veriler ve akademik literatür ışığında analiz edilmiştir. Araştırma, girişimcilerin başarısı için gerekli olan yetkinlikleri tanımlarken, Demirağ'ın bu özellikleri nasıl sergilediği ile dönemin ekonomik ve siyasi koşullarının girişimcilik ekosistemine etkilerini tartışmakta, tarihsel örneklerin modern girişimcilik politikaları ve uygulamaları için nasıl stratejik dersler içerdiğini değerlendirmektedir. Bu çalışma, tarihsel girişimcilik olgusunu kurumsal teoriyle bütünleştirerek kavramsal, yöntemsel ve pratik kapsamda üç temel katkı sunmaktadır. Gelişmekte olan ekonomilerde kurumsal girişimcilik dinamiklerinin anlaşılmasını desteklemesini araştırmanın kavramsal katkısını, tarihsel vaka analizinin girişimcilik araştırmalarına uyarlanması yöntemsel katkısını ve günümüz girişimcileri için tarihsel deneyimlerden stratejik dersler çıkarma imkânı sunması da pratik katkısını oluşturmaktadır.

Anahtar Kelimeler: Nuri Demirağ, Girişimcilik Yetkinlikleri, Yenilikçi Girişimcilik, Türk Sanayileşme Tarihi, Liderlik

Nuri Demirağ's Entrepreneurship Model: Competency Analysis from Historical Perspective to the Present

ABSTRACT

The purpose of this study is to examine the entrepreneurial competencies of Nuri Demirağ, one of Türkiye's pioneering entrepreneurs, and his role in the industrialization process of the early Republican era. Demirağ's entrepreneurial competencies visionary leadership, innovation, risk-taking, and resource management are analyzed in light of historical data and academic literature. The research defines the competencies necessary for entrepreneurial success, discusses how Demirağ demonstrated these characteristics, the impact of the economic and political conditions of the period on the entrepreneurial ecosystem, and evaluates how historical examples offer strategic lessons for modern entrepreneurship policies and practices. By integrating historical



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entrepreneurship with institutional theory, this study makes three fundamental contributions: conceptual, methodological, and practical. The conceptual contribution of this research is its support for understanding the dynamics of institutional entrepreneurship in emerging economies; the methodological contribution of applying historical case studies to entrepreneurship research is its practical contribution; and the opportunity to draw strategic lessons from historical experiences for contemporary entrepreneurs constitutes its practical contribution.

Keywords: Nuri Demirağ, Entrepreneurial Competencies, Innovative Entrepreneurship, Turkish Industrialization History, Leadership.



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Peacebuilding after Karabakh Conflict: A Human Security Perspective

Aygun GURBANOVA

The Academy of Public Administration under the

President of the Republic of Azerbaijan

qurbanova010@gmail.com

Orcid: 0009-0004-8159-6228

ABSTRACT

Peacebuilding and human security are deeply interconnected concepts that together provide a comprehensive framework for achieving lasting peace in conflict-affected societies. While peacebuilding traditionally focuses on the political, institutional, and structural dimensions of ending conflict and establishing stability, human security broadens this perspective by emphasizing the protection and empowerment of individuals and communities. Without peace no nation and no individual can move forward.

Building peace after a war between Azerbaijan and Armenia, is extremely complex and requires a multi-layered, long-term approach. The Armenia-Azerbaijan conflict was one of the longest-running territorial conflicts. It arose as a result of the purposeful activities of radical Armenian nationalists aimed at separating the Karabakh region from Azerbaijan, starting from the beginning of the 20th century. Expectations were high for the international community's efforts to resolve the conflict. However, the mediation process in the Karabakh conflict has failed, and people on both sides of the conflict lost confidence in the process. The conflict has resulted in large-scale displacement, severe psychological trauma, and enduring hostility among affected populations. Consequently, sustainable peacebuilding requires a multidimensional framework that integrates political, social, economic, cultural, and psychological considerations to promote long-term stability and reconciliation.

Key words: Human security, peacebuilding, Karabakh conflict, post-conflict reconstruction, South Caucasus, Azerbaijan, Armenia



Financial Performance Analysis of Pt Sumber Alfaria Trijaya Tbk (Alfamart) Using Financial Ratio Approach During 2020–2024

Fatan Mubarak IMRON

IPMI Institute, Indonesia

fatam.imron@ac.id

Orcid: 0009-0007-5547-5109

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia

wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5857

Galih Gerhana

IPMI Institute, Indonesia

galih.gerhana@ipmi.ac.id

Orcid : 0009-0007-9206-1562

ABSTRACT

This study aims to analyze the financial performance of PT Sumber Alfaria Trijaya Tbk (Alfamart), one of Indonesia's largest retail companies, during the period of 2020–2024. The research employs a financial ratio approach, focusing on key indicators such as profitability, liquidity, solvency, and activity ratios to evaluate the company's overall financial health and operational efficiency. The data were obtained from Alfamart's audited financial statements published by the Indonesia Stock Exchange (IDX).

The results indicate that Alfamart maintained strong profitability throughout the period, reflected in its stable return on assets (ROA) and return on equity (ROE) despite macroeconomic fluctuations caused by the COVID-19 pandemic and global inflation pressures. Liquidity ratios, including current and quick ratios, demonstrate the company's consistent ability to meet short-term obligations, while solvency ratios suggest a balanced capital structure with moderate reliance on debt. The activity ratios further show effective inventory and asset management, which contribute to the company's sustained growth and competitive advantage in the Indonesian retail sector.

The findings emphasize the importance of efficient cost management, working capital optimization, and adaptive business strategies to maintain financial resilience in a rapidly evolving retail environment. This study provides valuable insights for investors, policymakers, and retail managers in understanding the dynamics of financial sustainability in emerging markets.

Key words: Financial Performance, Profitability, Liquidity, Solvency, Alfamart, Retail Industry, Indonesia.



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Assessing the Financial Performance and Strategic Integration of GoTo Group Post-Merger (2021–2025)

Fatih Muzaki IMRON

IPMI Institute, Indonesia

fatih.imron@ipmi.ac.id

Orcid: 0009-0005-6782-0964

Wiwiek Mardawiyah DARYANTO

IPMI Institute, Indonesia

wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5857

Helda Valentina SORONGAN

IPMI Institute, Indonesia

helda.sorongan@ipmi.ac.id

Orcid: 0009-0004-8481-2379

ABSTRACT

This study evaluates the financial performance and strategic integration of GoTo Group Indonesia's largest digital ecosystem formed through the 2021 merger of Gojek and Tokopedia—over the period 2021 to 2025. The research aims to measure the company's post-merger financial recovery, efficiency, and long-term sustainability using key financial ratios such as profitability (ROA, ROE, NPM), liquidity (Current Ratio), and leverage (Debt-to-Equity Ratio). The study employs quantitative analysis based on audited annual reports (2021–2024) and 2025 financial projections obtained from GoTo's investor relations and IDX disclosures.

Findings reveal that GoTo experienced substantial financial pressure during the early post-merger phase (2022–2023), reflected in negative profitability and tight liquidity due to integration costs and macroeconomic headwinds. However, significant improvement was recorded in 2024, with a 30% year-on-year revenue increase and a 94% reduction in net losses, supported by operational streamlining and monetization growth. Projections for 2025 suggest that GoTo is approaching sustained positive EBITDA and near break-even performance.

The research concludes that GoTo's transformation journey demonstrates how strategic consolidation in the digital economy can foster resilience and efficiency, providing actionable insights for corporate leaders, investors, and policymakers navigating similar post-merger challenges across emerging markets.

Keywords: Financial Performance, GoTo Group, Post-Merger Integration, Profitability Ratios, Digital Economy

Muhasebede E-Dönüşüm Uygulamaları ve E-Dönüşümün Hata ve Hilelerin Önlenmesindeki Etkisi: Bursa İli Örneği

Merve TEMOÇİN

Bursa Teknik Üniversitesi
mervetemocin277@gmail.com
Orcid: 0009-0006-4271-1507

ÖZET

Teknolojik gelişimin en hızlı yansıma bulduğu alanlardan biri de muhasebe alanıdır. İşletme departmanları arasında bilgisayar teknolojilerine ilk geçişi sağlayan ve bu teknolojileri kullanmaya başlayan muhasebe departmanıdır. Bu gelişmelerin bir sonucu olarak ticari ve finansal hayatın önemli aktörlerinden biri olan Maliye Bakanlığı ve meslek mensupları bazında önemli değişim ve gelişmeler de kaçınılmaz olmuştur. Maliye Bakanlığı, denetimde hata ve hilelerin kolay tespit edilmesi ve önlenmesi, vergi gelirlerinin artırılması, vergi denetiminde etkinliğin ve verimliliğin artırılması amacıyla dijital dönüşüm sürecini başlatmıştır. Bu dijital dönüşüm süreci meslek mensuplarını da yakından etkilemiştir.

Araştırmanın amacı, Bursa’da faaliyet gösteren muhasebe meslek mensuplarının dijital muhasebe uygulamalarına ilişkin görüş ve tutumlarını belirlemek ve bu uygulamaların muhasebe denetiminde hata ve hilelerin azaltılmasına olan etkisine yönelik algılarını incelemektir. Çalışmada ayrıca, hata ve hileye ilişkin tutumlar ile dijital muhasebe uygulamalarına yönelik görüşler arasındaki ilişkiler değerlendirilmekte, bu değişkenlerin cinsiyet, yaş, eğitim düzeyi, meslekte çalışma süresi, çalışan sayısı ve mükellef sayısı gibi demografik faktörlere göre farklılık gösterip göstermediği analiz edilmektedir.

Araştırma, muhasebe meslek mensuplarının dijital dönüşüm sürecine uyum düzeyini ortaya koymayı, dijital muhasebe uygulamalarının hata ve hilelerin önlenmesine katkısına ilişkin algısal düzeyi belirlemeyi ve mesleki uygulamalar üzerinde dijitalleşmenin etkilerini bilimsel şekilde değerlendirmeyi amaçlamaktadır. Elde edilen bulguların, muhasebe alanında dijitalleşme sürecinin mesleki kalite, denetim verimliliği ve etkinliği, hata-hile risklerinin azaltılması açısından sağladığı avantajları ortaya koyarak literatüre katkı sunması hedeflenmektedir.

Çalışmada Bursa’da faaliyet gösteren meslek mensuplarına anket yöntemi uygulanmış ve elde edilen veriler analiz edilmiştir. Yapılan analizler sonucunda dijital muhasebe tutumlarının bazı demografik değişkenlere duyarlı olduğunu, ancak hata-hile algısı ve dijital muhasebenin denetimsel etkisine yönelik görüşlerin genel olarak demografik özelliklerden bağımsız olduğunu göstermektedir. Çalışma sonuçlarına göre, dijital dönüşüm sürecinde deneyimli çalışanlara yönelik eğitimlerin artırılması, işletmenin ölçeğine göre kontrol mekanizmalarının güçlendirilmesi, mesleki programların eğitim düzeyine göre farklılaştırılmış biçimde oluşturulması ve dijital denetim süreçlerinin işletme büyüklüğünden bağımsız bir şekilde standardize edilmesi önerilmektedir. Genel olarak, dijital muhasebe uygulamalarının benimsenmesi, genç ve daha az deneyimli çalışanlar arasında daha yüksek olup, işletmenin yapısı hata-hile farkındalığını etkileyebilmektedir. Dijitalleşme süreçlerinin geliştirilmesi ve iç kontrol yapılarının güçlendirilmesi, muhasebe hatalarının azaltılmasına ve denetimde etkinliğin ve verimliliğin artırılmasına katkı sağlayacaktır.

Anahtar Kelimeler: Muhasebe, Dijital Dönüşüm, Denetim

E-Transformation Applications In Accounting And The Effect Of E-Transformation On Preventing Errors And Fraud : The Case Of Bursa Province

ABSTRACT

One of the fields in which technological advancement finds its fastest reflection is the field of accounting. Among business departments, the accounting department was the first to adopt and begin using computer technologies. As a result of these developments, significant changes and improvements have also become inevitable for the Ministry of Finance—one of the key actors in commercial and financial life—and for accounting professionals. The Ministry of Finance has initiated a digital transformation process with the aim of making it easier to detect and prevent errors and fraud in audits, increasing tax revenues, and enhancing effectiveness and efficiency in tax auditing. This digital transformation process has also closely affected accounting professionals.

The purpose of this study is to identify the opinions and attitudes of accounting professionals operating in Bursa regarding digital accounting practices and to examine their perceptions of the impact of these practices on reducing errors and fraud in accounting audits. The study also evaluates the relationships between attitudes toward errors and fraud and views on digital accounting practices, and analyzes whether these variables differ according to demographic factors such as gender, age, education level, years of professional experience, number of employees, and number of clients.

The research aims to reveal the level of adaptation of accounting professionals to the digital transformation process, determine their perception of the contribution of digital accounting practices to preventing errors and fraud, and scientifically assess the effects of digitalization on professional practices. The findings are expected to contribute to the literature by demonstrating the advantages of the digitalization process in the field of accounting in terms of professional quality, audit efficiency and effectiveness, and the reduction of error–fraud risks.

In the study, a survey was administered to accounting professionals operating in Bursa, and the collected data were analyzed. The analyses indicate that attitudes toward digital accounting are sensitive to certain demographic variables; however, perceptions of error–fraud and views on the audit-related impact of digital accounting are generally independent of demographic characteristics. According to the results of the study, it is recommended to increase training for experienced employees during the digital transformation process, strengthen control mechanisms based on business scale, design professional programs in differentiated formats according to educational level, and standardize digital audit procedures regardless of business size. Overall, the adoption of digital accounting practices is higher among younger and less experienced employees, and the structure of the business may influence error–fraud awareness. Improving digitalization processes and strengthening internal control structures will contribute to reducing accounting errors and enhancing effectiveness and efficiency in auditing.

Keywords: Accounting, Digital Transformation, Control



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Accounting Practitioners' Perspectives on the Feasibility, Challenges, and Benefits of Sustainability Reporting in Indonesian MSMEs: A Quantitative Analysis Using the GRI Framework

Dio Erlangga Dwilopa

Universitas Trisakti

diolopaa@gmail.com

Orcid: 0009-0001-2843-1246

Zhesica Asih

Universitas Trisakti

kenmardata99@gmail.com

Orcid: 0009-0001-2843-1246

Sarah Megumi Fatiha

Universitas Trisakti

sarah.m.fatiha@gmail.com

Orcid: 0009-0007-2710-4562

Nurhastuty Kesumo Wardhani

Universitas Trisakti

nurhastuti@trisakti.ac.id

Orcid: 0000-0002-2020-6802

Henik Hari Astuti

Universitas Trisakti

henik@trisakti.ac.id

Orcid: 0009-0005-0495-0147

Rina Hartanti

Universitas Trisakti

rinahartanti@trisakti.ac.id

Orcid: 0009-0002-5828-3819

ABSTRACT

This study examines the perspectives of accounting practitioners on environmental sustainability reporting among Micro, Small, and Medium Enterprises (MSMEs) in Indonesia. Although sustainability reporting has been increasingly emphasized through various government regulations, its implementation within the MSME sector remains limited and requires stronger institutional and technical support. Using the Global Reporting Initiative (GRI) Standards as the analytical framework, this research investigates (1) the types of environmental information deemed appropriate for MSMEs to disclose and (2) the benefits and challenges anticipated by accounting practitioners in assisting MSMEs with sustainability reporting. Data were collected through a survey of accounting practitioners across Indonesia to capture their views on the feasibility, relevance, and potential impact of sustainability reporting on MSMEs. The findings reveal that sustainability reporting can enhance MSMEs' reputation, competitiveness, and operational efficiency, yet cost limitations and technical capacity remain substantial barriers. These results underscore the need for stronger regulatory support, simplified technical guidelines, financial incentives, and targeted training for both accounting practitioners and MSME owners. The study contributes empirical evidence to support the development of a more accessible and effective sustainability reporting framework for MSMEs in Indonesia, while providing a foundation for future sector-specific and cross-country comparative research.

Keywords: Sustainability Reporting, MSMEs, Accounting Practitioners, Environmental Disclosure, Indonesia, GRI Standards.

Kurumsal Yönetimde Risk Yönetimi Uygulamalarının Finansal Performans Üzerine Etkisi: Otomotiv Sektöründe Bir Araştırma

Sunay Eser

İstanbul Aydın Üniversitesi, Türkiye

Sunayeser0@gmail.com

Orcid: 0009-0008-4446-9851

Dr. Öğr. Üyesi M. Adil Salepcioglu

İstanbul Aydın Üniversitesi, Türkiye

muratsalepcioglu@aydin.edu.tr

Orcid: 0000-0003-0280-9615

ÖZET

Kurumsal yönetim; şirket içerisindeki menfaat sahipleri arasındaki ilişkileri düzenleyen, çıkar çatışmalarını çözümlenmeyi amaçlayan ve şirketin uzun vadeli değerini artırmayı hedefleyen bir sistemdir. Temel ilkeleri: adalet, sorumluluk, hesap verebilirlik ve şeffaflıktır. Türkiye'de kurumsal yönetim uygulamaları OECD ilkeleri doğrultusunda geliştirilmiş; SPK, BDDK, TÜSİAD ve TKYD gibi kurumlar önemli çalışmalar yapmıştır. SPK'nın yayımladığı Kurumsal Yönetim İlkeleri bu alandaki temel düzenlemelerden biridir. SPK'nın ilkeleri kapsamında kurumsal yönetim anlayışını yaygınlaştırmak için 2007 yılında Borsa İstanbul Kurumsal Yönetim Endeksi oluşturulmuştur. Bu endeks, şirketlerin bu ilkelere ne derece uyum sağladığını değerlendirir. Endekste şirketlerin kurumsal yönetim puanları her yıl açıklanmakta ve bu puanlarla şirketlerin finansal performansları arasındaki ilişki araştırılmaktadır. Ancak SPK'nın dört temel ilkesinin her biri ile finansal performans arasındaki ilişkiye dair yeterince araştırma bulunmamaktadır. Kurumsal risk yönetimi; finansal, stratejik ve çevresel risklerin tanımlanması, değerlendirilmesi ve yönetilmesi sürecidir. Kurumun hedeflerine ulaşmasını engelleyen tehditleri azaltmaya yönelik bir kontrol mekanizması sağlar. Bu çalışmada, otomotiv sektöründeki en iyi firmaların Kurumsal Yönetim Endeksine dâhil olmalarının finansal performanslarına etkisi, kurumsal risk yönetimi çerçevesinde analiz edilecektir. Firmaların finansal tabloları bu amaçla kullanılacaktır.

Anahtar Kelimeler: Kurumsal Yönetim Uygulamaları, Kurumsal Risk Yönetimi, Kurumsal Yönetim İlkeleri, Finansal Performans

The Impact of Risk Management Practices in Corporate Governance on Financial Performance: A Study in the Automotive Industry

ABSTRACT

Corporate governance is a system that regulates the relationships among stakeholders within a company, aims to resolve conflicts of interest, and seeks to enhance the long-term value of the firm. Its fundamental principles are fairness, responsibility, accountability, and transparency. In Turkey, corporate governance practices have been developed in line with OECD principles, and institutions such as the Capital Markets Board (CMB), Banking Regulation and Supervision Agency (BRSA), TÜSİAD, and the Corporate Governance Association of Turkey (TKYD) have carried out significant studies in this field. One of the major regulatory frameworks is the Corporate Governance Principles published by the CMB. In line with these principles, the Borsa Istanbul Corporate Governance Index was established in 2007 to promote and monitor the implementation of corporate governance practices. This index evaluates the extent to which companies comply with these principles. The governance scores of listed firms are announced annually, and the relationship between these scores and firms' financial performance is examined. However, there is still a lack of sufficient empirical research investigating the direct relationship between each of the four fundamental principles of the CMB and financial performance. Corporate risk management refers to the process of identifying, assessing, and managing financial, strategic, and environmental risks. It serves as a control mechanism aimed at mitigating threats that could hinder the achievement of organizational goals. This study analyzes, within the framework of corporate risk management, the impact of inclusion in the Corporate Governance Index on the financial performance of leading firms in the automotive industry. For this purpose, the financial statements of these firms are utilized as the main data source.

Key Words Corporate Governance Practices, Corporate Risk Management, Corporate Governance Principles, Financial Performance

Örgütsel ve Yönetmel Bağlamda Yapay Zekâ Farkındalıđına İlişkin Bibliyometrik Bir Analiz

Dr.Öğr.Üyesi Mecbure ASLAN TEKE
Kahramanmaraş Sütçü İmam Üniversitesi
mejbureaslan@ksu.edu.tr
Orcid: 0000-0002-4213-5857

ÖZET

Bu çalışma, örgütsel ve yönetmel bağlamda yapay zekâ farkındalıđı üzerine yayımlanan bilimsel literatürü sistematik olarak inceleyerek alanın gelişim dinamiklerini ortaya koymayı amaçlamaktadır. Araştırmada yararlanılan yayınlar, seçili anahtar kelimelerle Web of Science (WoS) üzerinde yapılan tarama sonucunda belirlenmiştir. Araştırmada verilere ilişkin tanımlayıcı bilgiler sunulmuştur. R Studio ortamında Biblioshiny programı kullanılarak bibliyometrik analiz yapılmıştır. Bu kapsamda, yıllara göre yayın üretimi ve atıf eğilimleri incelenmiş, yazarların eserlerinin aldığı atıf sayıları, önde gelen dergiler, ülkelerin yayın performansı değerlendirilmiştir; ayrıca üçlü alan analizi, kelime bulutu ve tematik analiz yöntemleri kullanılarak araştırma alanının yapısı ve eğilimleri ortaya konmuştur. Elde edilen bulgular, örgütsel ve yönetmel bağlamda yapay zekâ farkındalıđı alanında literatürün giderek büyüdüđünü ve özellikle son yıllarda artan bir ilgiyle birlikte belirli temaların ön plana çıktığını göstermektedir. Analizler, bazı yazarların alanda merkezi bir rol üstlendiğini ve belirli ülkelerin bu literatüre ağırlık verdiđini ortaya koymuştur. Bu bulgular ışığında çalışma, yapay zekâ farkındalıđı alanında araştırma yapan akademisyenler ve uygulayıcılar için yol gösterici bir çerçeve sunmakta; gelecekteki araştırmalar için potansiyel odak noktalarını ve literatürdeki boşlukları işaret etmektedir. Ayrıca çalışmanın sınırlılıkları arasında yalnızca WoS veri tabanının kullanılması ve belirli anahtar kelimelerle sınırlı arama yapılması yer almakta olup, bu durum bazı çalışmaların analiz dışında kalmasına neden olmuştur.

Anahtar Kelimeler: Yapay Zekâ Farkındalıđı, Örgüt, Yönetim, R Studio, Biblioshiny

A Bibliometric Analysis of Artificial Intelligence Awareness in Organizational and Managerial Contexts

ABSTRACT

This study aims to systematically examine the scientific literature on artificial intelligence awareness in organizational and managerial contexts and to reveal the developmental dynamics of the field. The publications utilized in the research were identified through a search on the Web of Science (WoS) using selected keywords. Descriptive information regarding the data was presented. A bibliometric analysis was conducted in the R Studio environment using the Biblioshiny program. Within this scope, publication output and citation trends over the years were examined, the citation counts of authors' works, leading journals, and the publication performance of countries were evaluated; additionally, the structure and trends of the research field were revealed through three field analysis, word cloud, and thematic analysis methods. The findings indicate that the literature on artificial intelligence awareness in organizational and managerial contexts has been steadily growing, with certain themes gaining prominence, especially in recent years. The analyses reveal that some authors play a central role in the field and that certain countries contribute more significantly to this literature. In light of these findings, the study provides a guiding framework for academics and practitioners conducting research in artificial intelligence awareness, highlighting potential focus areas and gaps in the literature for future research. In addition, the study's limitations include the use of only the WoS database and searches limited to specific keywords, which has caused some studies to be excluded from the analysis.

Keywords: Intelligence Awareness, Organization, Management, R Studio, Biblioshiny

Dijital Müşteri Dönütlerinin Marka Kimliği–Marka İmajı Uyumu Açısından Analizi: 1774 Kazdağı Termal Otel Örneği

Hakkı Kerem KARABULUT

Balikesir University

hk.kerem4@gmail.com

Orcid: 0009-0008-1674-9370

Doç. Dr. Gizem ÖZGÜREL

Balikesir University

gizem.ozgurel@balikesir.edu.tr

Orcid: 0000-0002-1161-3721

ÖZET

Günümüzde turizm sektöründeki konaklama işletmeleri, yoğun rekabet ortamında sürdürülebilir bir marka değeri oluşturabilmek için vizyonlarını oluşturarak, örgüt kültürlerini zenginleştirerek, markaya atfedilen kişilik özelliklerini yansıtarak, ilişki yönetimi ve sunum tarzı gibi kurumsal unsurlarıyla stratejik bir bütünlük içinde kapsamlı bir marka kimliği geliştirmek durumundadır. Dijital iletişim kanallarının yaygınlaşmasıyla birlikte misafirler, konaklama kararlarını çoğunlukla işletmelerin web siteleri, sosyal medya içerikleri ve çevrimiçi seyahat platformlarında sunulan marka kimliği unsurlarını değerlendirerek şekillendirmekte; bu doğrultuda belirgin bir beklenti seti oluşturmaktadır. Misafirin işletmeye girişinden itibaren başlayan hizmet deneyimi, söz konusu beklentilerin karşılanma düzeyine bağlı olarak misafir zihninde algılanan marka imajının oluşumunu belirlemektedir. Bu çalışma, araştırmacılar tarafından seçilen 1774 Kazdağı Termal Otel işletmesi üzerinden marka kimliği ile marka imajı arasındaki uyumu incelemeyi amaçlamaktadır. Nitel araştırma yönteminin benimsendiği çalışmada, belgesel tarama ve örnek olay yöntemlerinden yararlanılarak; işletmenin dışa dönük marka vaatleri ile misafir deneyimlerinden türeyen marka imajı karşılaştırmalı olarak analiz edilmiş; müşteri geri bildirimleri, marka kimliğinin ne ölçüde başarıyla aktarıldığını değerlendirmede temel analitik veri kaynağı olarak kullanılmıştır. Elde edilen bulgular, marka kimliği ile algılanan marka imajı arasında yüksek düzeyde bir tutarlılığın 1774 Kazdağı Termal Otel'in marka değerini güçlendirdiğini, uyumsuzluk durumunda ise işletmenin hizmet standartlarında, iletişim stratejilerinde ve operasyonel süreçlerinde sistematik revizyonlara ihtiyaç duyulduğunu göstermektedir. Çalışma, konaklama sektörüne özgü marka kimliği–marka imajı ilişkisini örnek olay yöntemiyle derinlemesine inceleyerek literatüre bağlama dayalı uygulamalı bir katkı sunmakta; elde edilen bulgular doğrultusunda marka yönetimi süreçlerinin geliştirilmesine yönelik stratejik önerilerle sektör profesyonellerine rehberlik etmektedir.

Anahtar Kelimeler: Marka Kimliği, Marka İmajı, Müşteri Dönütleri, Kimlik ve İmaj Uyumu, Konaklama İşletmeleri.

Analysis of Digital Customer Feedback in Terms of Brand Identity-Brand Image Consistency: The Case of 1774 Kazdağı Thermal Hotel

ABSTRACT

Today, accommodation establishments in the tourism sector must develop a comprehensive brand identity strategically integrated with corporate elements such as relationship management and presentation style by establishing their vision, enriching their organizational culture, reflecting the personality traits attributed to the brand, and developing a comprehensive brand identity in a highly competitive environment. With the proliferation of digital communication channels, guests often shape their accommodation decisions by evaluating brand identity elements presented on businesses' websites, social media content, and online travel platforms. Consequently, they develop a distinct set of expectations. The service experience, beginning with the guest's arrival at the establishment, determines the formation of the perceived brand image in the guest's mind, depending on the extent to which these expectations are met. This study aims to examine the congruence between brand identity and brand image through a selection of 1,774 Kazdağı Thermal Hotel establishments. Using qualitative research methods, the study utilizes documentary review and case study methods. A comparative analysis was conducted between the establishment's outward brand promises and the brand image derived from guest experiences. Customer feedback served as the primary analytical data source to assess the successful communication of the brand identity. The findings demonstrate that a high level of consistency between brand identity and perceived brand image strengthens the brand equity of 1774 Kazdağı Thermal Hotel, while a lack of consistency necessitates systematic



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revisions to the hotel's service standards, communication strategies, and operational processes. This study provides a contextual, practical contribution to the literature by thoroughly examining the brand identity-brand image relationship specific to the accommodation sector using a case study method. The findings provide guidance to industry professionals with strategic recommendations for improving brand management processes.

Keywords: Brand Identity, Brand Image, Customer Feedback, Identity and Image Consistency, Accommodation Establishment.



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Evaluating Digitalization in the Context of Enterprise Risk Management at Airports

Lecturer, Ph.D. Ümmühan Beste YILDIRIM
Transportation Services Department
Burdur Mehmet Akif Ersoy University, Türkiye
ubesteon@gmail.com
Orcid: 0000-0002-5334-2333

ABSTRACT

This study aims to evaluate enterprise risk management (ERM) practices at airports from a digitalization perspective. Airports are multifaceted risk-prone areas due to their high human traffic, operational complexity, coordinated processes, and high security and safety requirements. Today, the rapid development of digital technologies in the aviation sector is reshaping airport infrastructure and risk management processes. The study examines the role of IoT sensors, AI-supported risk analytics, big data applications, digital twin technology, and cybersecurity tools in corporate risk management in the context of digitalization at airports. The findings of the study show that digitalization offers significant contributions to airports in terms of early detection of risks, increased operational efficiency, data-driven decision-making, and the development of real-time monitoring capabilities. Alongside the contributions offered by the digital transformation of airports, it also presents challenges such as cost, data security, integration difficulties, and human resource requirements. Consequently, the study offers recommendations for developing an integrated risk management approach focused on digitalization at airports.

Key Words: Airport, Enterprise Risk Management, Digitalization.



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Information Security in Contemporary Conflicts: Ensuring Peace and Resilience in Interconnected Global Systems

Ahmadova Shafag Firudin

PhD in Political Science,

Senior Lecturer, Baku State University, Baku, Azerbaijan

Orcid: 0000-0002-8671-5757

shafag.ahmadova@gmail.com

ABSTRACT

In the era of global digital interdependence, information security has become a central determinant of how modern conflicts unfold, escalate, and influence long-term peacebuilding efforts. Disinformation campaigns, cyberattacks, digital propaganda, and influence operations increasingly shape political decision-making and societal perceptions, posing unprecedented challenges to national security and regional stability. This study examines the strategic role of information security in contemporary conflicts and analyzes how digital threats undermine peace processes and the resilience of interconnected global systems. Using an interdisciplinary approach, the research highlights the necessity of integrating cybersecurity, digital literacy, and international cooperation into modern peace strategies. The findings emphasize that peace in the 21st century is unattainable without addressing cross-border digital threats that destabilize societies and fuel conflict dynamics.

Keywords: Information Security; Cyber Threats; Information Warfare; Disinformation; Digital Conflicts; Peacebuilding; Interconnected Futures.



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Examining the Relationship Between Academic Procrastination and Exam and General Anxiety Levels in Tourism Guide Students

Assistant Professor Arzu BALIKOĞLU
Balıkesir University
arzukilic@balikesir.edu.tr
Orcid: 0000-0001-6284-4661

Kaan GÜREL
Balıkesir University
kaangurelguide@gmail.com
Orcid: 0009-0002-2263-8446

ABSTRACT

This study aims to determine the relationship between academic procrastination behaviors and exam anxiety and general anxiety levels among tourism guiding program students. To this end, quantitative methods were used to collect primary data. In the study, where the survey technique was preferred as the data collection tool, the “Academic Procrastination Scale” developed by Tuckman (1991) and adapted into Turkish by Uzun Özer, Sackes, and Tukman (2009) the “Test Anxiety Inventory” developed by Spielberg (1962) and adapted into Turkish by Öner (1986) to measure university students' test anxiety levels, and the “Generalized Anxiety Disorder Scale” adapted into Turkish by Öner and Le Compte (1983) were used. The sample group of the study consisted of 1st, 2nd, 3rd, and 4th-year students in the Tourism Guidance Department of the Faculty of Tourism at Balıkesir University who were enrolled in the fall and spring semesters of the 2024-2025 academic year. A total of 203 questionnaires were obtained for the study. However, questionnaires with missing data were excluded, and a total of 196 usable questionnaires were analyzed. The results of the research revealed a significant positive relationship between the academic procrastination behaviors of tourism guiding department students and their exam anxiety levels. Furthermore, a significant positive relationship was also determined between the exam anxiety levels and the general anxiety levels of tourism guiding department students.

Keywords: Tourism Guidance, Student, Academic Procrastination, Test Anxiety, Chronic Anxiety



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Assessing The Impact of Sustainability Performance on Firm Performance: A Literature Review

Research Assistant. Dr. Ayşe KAYA

Çukurova University

akaya@cu.edu.tr

Orcid: 0009-0008-6152-9043

Dr. Dilara YILMAZ

Çukurova University

dlrylmz12@gmail.com

Orcid: 0000-0003-1661-3365

ABSTRACT

This study aims to provide a comprehensive review of the existing literature on the impact of corporate sustainability performance on firm performance. In recent years, businesses have increasingly integrated environmental, social, and governance (ESG) considerations into their strategic decision-making processes. Sustainability performance is no longer solely an ethical obligation but has become a strategic indicator that reflects a firm's competitive advantage, corporate reputation, and long-term financial potential.

The literature suggests that sustainability practices contribute to firm performance through various channels. Environmental management improvements can reduce costs and enhance operational efficiency, governance practices strengthen risk management and lower the cost of capital, and social responsibility initiatives increase trust among investors, customers, and other stakeholders. While most studies indicate a positive impact of sustainability on financial performance, some argue that sustainability investments may have short-term cost implications, and the effects can vary depending on industry, country, and firm characteristics.

Overall, the literature highlights that corporate sustainability is a multidimensional factor influencing firm performance, risk profile, stakeholder relations, and long-term strategic positioning. This study synthesizes these findings to offer a holistic perspective on the sustainability–performance relationship, emphasizing the importance for firms to integrate sustainability into their core strategies and for policymakers to create regulatory frameworks that encourage responsible corporate practices.

Keywords: Sustainability, Performance, Profitability

Phase Behavior with Salinity Levels of 10.000 and 5.000 ppm, Using MES Surfactant with 48° API oil on Laboratory

Randa Oktario

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
oktarioranda@gmail.com
Orcid: 0009-0005-2910-7498

Rini Setiati*

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
Corresponding author email: rinisetiati@trisakti.ac.id
Orcid: 0000-0001-9243-062X

Muhammad Furqon Haryono Bimantoro

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
muhammadfurqon78867@gmail.com
Orcid: 0009-0002-9220-9495

Raden Fadli Triatmaja

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
radenfadli37@gmail.com

Widia YANTI

Environment, Development, and Sustainability, Faculty of Graduate School, Chulalongkorn University
6488328820@student.chula.ac.th
Orcid: 0000-0002-2173-3743

ABSTRACT

The study of phase behavior in chemical injection systems plays an important role in optimizing Enhanced Oil Recovery (EOR). This study aims to evaluate the phase behavior of the use of Methyl Ester Sulfonate (MES) surfactant with salinity variations of 5,000 ppm and 10,000 ppm in a system containing light-quality crude oil with an API gravity of 48°. Tests were conducted to observe the formation of microemulsions, emulsion stability, and the tendency for the formation of three phases (Winsor I, II, or III) under controlled laboratory conditions. The main parameters observed included interfacial tension (IFT), phase distribution, and visual changes in the system after the precipitation and separation processes reached equilibrium. The results showed that at a salinity of 10,000 ppm, the system tended to be in a condition close to the optimal salinity for MES surfactants. Under these conditions, a type III microemulsion or middle phase was formed, characterized by the appearance of a clear, stable, and relatively large volume middle phase. This phase showed a higher oil and water solubilization ability, indicating a more balanced surfactant distribution between the two phases. This condition is very advantageous for Enhanced Oil Recovery (EOR) applications because it increases the efficiency of oil transfer. In contrast, at 5,000 ppm salinity, the system forms more type I microemulsions, where 48° API oil is more easily dispersed in the aqueous phase without significant formation of an intermediate phase. The lower ionic strength causes the MES surfactant to be more stable in the aqueous phase, resulting in decreased solubilization ability. These findings indicate that increasing salinity plays an important role in directing the phase structure and determining the effectiveness of surfactant formulations for EOR operations in light oil reservoirs.

Keywords: Phase Behavior, Enhanced Oil Recovery (EOR), Palm Oil Methyl ester sulfonate (MES) surfactants,



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Financial Healthiness Analysis and Evaluation of Buku IV Private and State-Owned Banks Before and During the Covid-19 Pandemic

Haffian Nurrasyid

Institut IPMI, Jakarta, Indonesia

haffian.nurrasyid@ipmi.ac.id

Orcid: 0009-0003-9543-3342

Wiwiek Mardawiyah Daryanto

Institut IPMI, Jakarta, Indonesia

wiwiek.daryanto@ipmi.ac.id

Orcid: 0000-0003-3582-5587

ABSTRACT

The Covid-19 pandemic, first reported in Wuhan, China in December 2019, significantly disrupted global economic activities, including Indonesia's economy. By the end of the first quarter of 2020, Indonesia's GDP growth declined from 4.9% to 2.9% (quarter-on-quarter), while the banking sector experienced a sharp drop in stock prices of 29.12%. This study aims to analyze and evaluate the financial performance of BUKU IV banks in Indonesia three years before and during the Covid-19 pandemic. Six major banks were examined: PT Bank Central Asia (BBCA), PT Bank Mandiri (BMRI), PT Bank Rakyat Indonesia (BBRI), PT Bank Negara Indonesia (BBNI), PT CIMB Niaga (BNGA), and PT Bank Danamon Indonesia (BDMN). Quarterly audited financial reports from 2017 to 2023 were analyzed using five financial ratios under the Risk-Based Bank Rating (RBBR) framework, as regulated by Bank Indonesia (PBI No.13/1/PBI/2011). Statistical tests including t-test, Wilcoxon, and MannWhitney U were applied to assess significant differences in financial performance and health scores between private and state-owned banks. Findings indicate significant changes in NPL, LDR, ROA, and NIM ratios before and during the pandemic, while CAR and overall health scores between private and state-owned banks showed no significant differences.

Keywords: RBBR, Banks Health, Covid 19, T-Test, Wilcoxon-test, U-Test

Evaluation of Surfactant Concentration and Salinity Variations on Phase Behavior for Light Crude Oil 48°API in Chemical EOR Applications

Raden Fadli Triatmaja*

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
radenfadli37@gmail.com
Orcid: 0009-0008-9888-0072

Rini Setiati*

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
Corresponding author email: rinisetiati@trisakti.ac.id
Orcid: 0000-0001-9243-062X

Arinda Ristawati*

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
Corresponding author email: Arinda@trisakti.ac.id
Orcid: 0000-0002-4935-2491

Randa OKtario*

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
oktarioranda@gmail.com
Orcid: 0009-0005-2910-7498

Widia Yanti*

Enviromnment, Department and Sustainability, Faculty of Graduate School,
Chulalongkorn University
6488328820@student.chula.ac.id
Orcid: 0000-0002-2173-3743

ABSTRACT

penelitian ini bertujuan untuk mengevaluasi pengaruh variasi konsentrasi surfaktan dan kadar garam terhadap perilaku fasa pada sistem Light Crude Oil 48°API melalui serangkaian uji *phase behavior*. Pengujian dilakukan pada tiga tingkat salinitas, yaitu 5000 ppm, 10.000 ppm, dan 15.000 ppm, untuk menentukan kondisi yang mendukung terbentuknya mikroemulsi tipe Winsor III yang ditandai oleh munculnya fasa tengah (*middle phase*). Hasil pengamatan menunjukkan bahwa beberapa kombinasi konsentrasi surfaktan dan salinitas menghasilkan volume fasa tengah sebesar 0,005; 0,01; dan 0,0025, yang mengindikasikan tercapainya kesetimbangan antarfasa minyak–air–surfaktan. Nilai fasa tengah 0,01 merupakan yang tertinggi dan menunjukkan kondisi yang paling dekat dengan *optimal salinity*, terutama pada rentang salinitas menengah. Pada salinitas 5000 ppm, sistem cenderung membentuk dua fasa dengan pembentukan fasa tengah yang minimal. Pada 10.000 ppm, stabilitas mikroemulsi meningkat dan menghasilkan fasa tengah terbesar, sementara pada 15.000 ppm volume fasa tengah menurun kembali akibat efek *over-salinity*. Secara keseluruhan, studi ini menegaskan bahwa interaksi antara konsentrasi surfaktan dan salinitas sangat menentukan terbentuknya mikroemulsi Winsor III, yang berperan penting dalam penurunan tegangan antarmuka serta peningkatan efisiensi perolehan minyak. Temuan ini memberikan dasar ilmiah untuk optimasi formulasi surfaktan dalam aplikasi *enhanced oil recovery* (EOR).

Keywords: Surfactant Flooding, Phase Behavior, Middle Phase, Optimal Salinity, Microemulsion, Winsor III, Salinity Variation, Enhanced Oil Recovery (EOR), Crude Oil.

Üniversite Öğrencilerinin Kişilik Özelliklerine Göre Meslek Seçimi ve Geleceğe Yönelik Tutumları¹

Selin Doğan

Haliç Üniversitesi

selindogan@halic.edu.tr

Orcid: 0009-0001-6426-2187

Dr. Öğr. Üyesi Yusuf YILDIRIM

Haliç Üniversitesi

yusufyildirim@halic.edu.tr

Orcid: 0000-0002-5393-999X

ÖZET

Bu çalışmanın amacı üniversite öğrencilerinin kişilik özelliklerinin meslek seçimi ve geleceğe yönelik tutumları üzerindeki etkisini incelemektir. Kişilik kavramı çalışmada; Beş Faktör Kişilik Modeli temel alınarak açıklanmıştır. Çalışma, nicel araştırma yöntemi kapsamında ele alınmış ve bu bağlamda 396 üniversite öğrencisinden veri elde edilmiştir. Çalışmadan elde edilen bulgular; sorumluluk düzeyi yüksek öğrencilerin daha planlı, deneyime açık olanların daha umutlu, duygusal denge düzeyi düşük olanların ise kaygılı tutumlar sergilediklerini göstermektedir. Meslek seçiminin yalnızca ekonomik değil; kimlik, yaşam amacı, sosyal statü ve psikolojik iyi oluş açısından da belirleyici olduğu anlaşılmaktadır. Çalışmada, psikolojik esneklik düzeyi yüksek öğrencilerin stresle daha iyi başa çıkabildikleri ve geleceğe daha olumlu baktıkları tespit edilmiştir. Türkiye bağlamında gençlerin meslek tercihleri ve gelecek planları üzerinde ekonomik koşullar, toplumsal beklentiler ve iş gücü piyasasındaki belirsizlikler önemli rol oynamaktadır. Literatürle uyumlu olarak, kişilik özellikleri ile meslek seçimi ve geleceğe yönelik tutumlar arasında güçlü bir ilişki olduğu ortaya konmuştur. Çalışmanın sonuçları, üniversite döneminin bu açıdan kritik bir evre olduğunu ve öğrencilerin kişilik faktörleri dikkate alınmadan yapılan meslek seçimlerinin hem bireysel hem de toplumsal düzeyde sorunlara yol açabileceğini göstermektedir. Bu sonuçlar doğrultusunda, üniversitelerde kariyer danışmanlığı ve rehberlik hizmetlerinin kişilik temelli yaklaşımlarla güçlendirilmesi, öğrencilere gelecek planlama ve stres yönetimi desteği sağlanması önerilmektedir. İlaveten, eğitim programlarının bireylerin kendilerini tanımlarına ve potansiyellerini keşfetmelerine yardımcı olacak şekilde düzenlenmesi, gençlerin daha umutlu ve planlı bir gelecek perspektifi geliştirmelerine katkı sağlayacaktır.

Anahtar Kelimeler: Beş Faktör Kişilik Modeli, Kişilik Özellikleri, Meslek Seçimi.

University Students' Career Choices and Attitudes Toward The Future Based on Personality Traits²

ABSTRACT

The purpose of this study is to examine the effect of university students' personality traits on their career choice and attitudes toward the future. The concept of personality is explained in this study based on the Five-Factor Personality Model. The study was conducted using quantitative research methods, and data was collected from 396 university students. The findings of the study show that students with high levels of conscientiousness are

¹ Bu çalışma Haliç Üniversitesi Lisansüstü Eğitim Enstitüsü Psikoloji anabilim dalında Dr. Öğr. Üyesi Yusuf Yıldırım danışmanlığında Selin Doğan tarafından hazırlanmış ve sunulmuş “Üniversite Öğrencilerinin Kişilik Özelliklerine Göre Meslek Seçimi ve Geleceğe Yönelik Tutumları” başlıklı tezden türetilmiştir.

² This study is derived from the thesis titled “Career Choice and Future-Oriented Attitudes of University Students According to Their Personality Traits,” prepared and presented by Selin Doğan under the supervision of Dr. Yusuf Yıldırım, Assistant Professor at the Department of Psychology, Institute of Graduate Studies Haliç University.

more organized, those who are open to experience are more hopeful, and those with low levels of emotional stability exhibit anxious attitudes. It is understood that career choice is not only economic but also decisive in terms of identity, life purpose, social status, and psychological well-being. The study found that students with high psychological flexibility coped better with stress and had a more positive outlook on the future. In the Turkish context, economic conditions, social expectations, and uncertainties in the labor market play an important role in young people's career choices and future plans. Consistent with the literature, a strong relationship was found between personality traits and career choice and attitudes toward the future. The results of the study show that the university period is a critical stage in this regard and that career choices made without considering students' personality factors can lead to problems at both the individual and societal levels. Sales in Turkey, was predicted and compared with the actual sales for 2020. The result is that the best prediction method will determine the automobile sales in Turkey. In light of these findings, it is recommended that career counseling and guidance services at universities be strengthened with personality-based approaches, providing students with support for future planning and stress management. Additionally, organizing educational programs to help individuals understand themselves and discover their potential will contribute to young people developing a more hopeful and planned perspective on the future.

Keywords: Career Choice, Five-Factor Personality Model, Personality Traits.



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The Environmental Crime in The Context of Public Policies

Mihaela-Corina BUCUR

Romanian Society of Victimology - Founding membre

Mediator Office Mihaela-Corina Bucur

Asanka Sante Medical Center - Manager

"Carol Davila" Post Secondary Health School - Teacher

Orcid: 0000-0001-8904-0436

ABSTRACT

Ecocide (ecological crime) represents a type of hidden crime, the facts discovered, reported, administratively or criminally investigated and punished by the authorities being few in number, and the sanctions being insignificant, although environmental crimes occupy the fourth place in international illegal activities. These have become some of the most profitable organized crime activities worldwide, significantly affecting both the environment and human health. Environmental policy represents the totality of environmental objectives and priorities, regulatory methods and their implementation tools, designed to ensure the sustainable use of natural resources, prevention, reduction or mitigation of environmental quality degradation. The documents that form the basis of the European Union's environmental policy are the Environmental Action Programs. So far, eight Environmental Action Programs have been developed, the eighth one being adopted in 2022 and will be the basis of environmental policies until 2030. Environmental policy instruments are basic mechanisms at the disposal of democratic governments, supranational structures, through which the attitude and behavior of the population and economic agents can be influenced in the direction favorable to achieving the objectives and the set goals.

Keywords: Ecocide, Objectives, Sustainable, Prevention, Environmental Action Programs



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Türkiye’de Bankacılık Sektöründe Yeşil Tahvil ve Sürdürülebilir Finans Uygulamalarının İncelenmesi

Doç. Dr. Hülya ER

Bolu Abant İzzet Baysal Üniversitesi

hulyaer@ibu.edu.tr

Orcid: 0000-0002-3715-2433

Prof. Dr. Remzi ALTUNIŞIK

Sakarya Üniversitesi

altunr@sakarya.edu.tr

Orcid: 0000-0001-7934-1841

ÖZET

Sürdürülebilir finans uygulamaları tüm dünyada olduğu gibi Türkiye’de de giderek artarak yeni bir araştırma alanı haline gelmiştir. Söz konusu uygulamaların hangi alanlarda ve hangi temalar vurgulanarak tanıtılmaya çalışıldığı ve fonların hangi kategorilere yönlendirildiği hususları başlıca araştırma konuları arasındadır. Bu çalışmada Türkiye’deki mevduat bankalarının yeşil tahvil ve sürdürülebilir finans uygulamaları ele alınarak konunun sürdürülebilirlik ilkeleri ekseninde değerlendirilmesi yapılmaya çalışılmaktadır. Bu bağlamda 2020-2024 yılları arasındaki ikincil veriler baz alınarak nitel bir araştırma yaklaşımı benimsenerek içerik analizi uygulanmıştır. Çalışma bağlamında 2024 yılı aktif büyüklükleri esas alınarak seçilen üç kamu bankası, üç özel sermayeli banka ve üç yabancı sermayeli bankanın uygulamaları karşılaştırmalı olarak analize tabi tutulmuştur. Araştırma bulguları, banka grupları arasında yeşil tahvil ve sürdürülebilir finans uygulamalarında farklılıkların olduğunu göstermektedir. Ayrıca yeşil tahvil ihraçlarının arttığı ve sürdürülebilir finans uygulamalarının çeşitlendiği tespit edilmiştir. Araştırmanın sonuçlarının bankacılık sektörünün son beş yıldaki sürdürülebilir finans uygulamalarının gelişimini ortaya koyacağı ve karşılaştırmalı bir değerlendirme sunarak literatüre katkı sağlayacağı değerlendirilmiştir.

Anahtar Kelimeler: Finans, Bankacılık, Sürdürülebilir Finans, Yeşil Tahvil, Çevresel Etki Göstergeleri

An Examination of Green Bond and Sustainable Finance Practices in the Turkish Banking Sector

ABSTRACT

Sustainable finance practices have increasingly become a new research area in Turkey, as well as globally. Among the main research topics are the areas and themes under which these practices are being promoted, and the categories into which funds are being channeled. This study examines the green bond and sustainable finance practices of deposit banks in Turkey and aims to evaluate them within the framework of sustainability principles. In this context, a qualitative research approach was adopted using secondary data from 2020 to 2024, employing content analysis. The study conducted a comparative analysis of the practices of three public banks, three privately owned banks, and three foreign-owned banks, selected based on their asset sizes in 2024. The research findings indicate differences in green bond and sustainable finance practices across banking groups. Furthermore, it was determined that green bond issuances have increased and sustainable finance practices have diversified. The results of the study are expected to reveal the evolution of sustainable finance practices in the banking sector over the past five years and contribute to the literature by providing a comparative assessment.

Keywords: Finance, Banking, Sustainable Finance, Green Bonds, Environmental Impact Indicators

Köklerden Gelen Değerler: Ahilik ve İş Ahlakı Üzerine SistematiK Bir İnceleme

Dr. Öğr. Üyesi Neşe SALİK ATA

Kafkas Üniversitesi

nesesalik@hotmail.com

Orcid: 0000-0002-8977-7881

ÖZET

Ahilik, 13. yüzyılda Anadolu'da doğmuş, esnaf ve sanatkarların sosyal, ekonomik ve ahlaki ilkelerini bir araya getiren özgün bir sistemdir. Ahilik, sadece ticari bir örgütlenme modeli olmanın ötesinde, üyelerinin dürüstlük, adalet, yardımlaşma gibi yüksek ahlaki değerlere sahip olmasını ve bu değerleri iş hayatlarında uygulamalarını teşvik eden bir yaşam biçimidir. Günümüzde küreselleşmenin etkisiyle iş dünyasında yaşanan etik sorunlar ve değer kayıpları, Ahilik gibi köklü ahlaki sistemlerin önemini daha da artırmıştır. Bu bağlamda, Ahilik ilkelerinin modern iş ahlakı prensipleriyle nasıl örtüştüğü ve günümüz iş dünyasına nasıl entegre edilebileceği önemli bir araştırma konusudur. Bu çalışma, Ahilik bağlamında iş ahlakı kavramını ele alan çalışmalara ilişkin mevcut yazının sistematiK bir taramasıdır. Taramalar, herhangi bir tarih aralığı konulmadan Aralık 2024 tarihinde ulusal veri tabanlarından yapılmıştır. Tarama sonucunda 17 çalışmaya ulaşılmıştır. Bu çalışmalardan 5'in lisansüstü çalışma olduğu görülmüştür. Çalışma kapsamında literatürde doğrudan ahilik bağlamında iş ahlakını ele alan çalışmaların sayılarının oldukça az olduğu belirlenmiştir. Çalışma, araştırmacıları bu olguyu araştırmaya teşvik eden daha fazla araştırma geliştirmeye zemin hazırlanması beklenmektedir.

Anahtar Kelimeler: İş Ahlakı, Ahilik, Ahilik Teşkilatı, SistematiK İnceleme

Values Rooted in Tradition: A Systematic Study of Ahilik and Business Ethics

ABSTRACT

Ahilik is a unique system that emerged in 13th century Anatolia, encompassing the social, economic, and ethical principles of tradesmen and artisans. Beyond being merely a commercial organization model, Ahilik promotes a way of life in which its members embody high moral values such as integrity, justice, and mutual assistance, encouraging their application within professional contexts. In contemporary settings, the ethical dilemmas and value erosion caused by globalization further underscore the significance of deep-rooted moral systems like Ahilik. Within this framework, the compatibility of Ahilik principles with modern business ethics and their potential integration into today's business environment represents a vital area for research. This study presents a systematic review of the existing literature concerning the concept of business ethics in the context of Ahilik. The literature search was conducted in December 2024 across national databases without a specified date range, resulting in the identification of 17 relevant studies, 5 of which are postgraduate theses. The findings reveal a significant paucity of studies that directly address business ethics within the framework of Ahilik. Consequently, this study is anticipated to encourage researchers to explore this phenomenon further, thereby paving the way for more comprehensive investigations in this critical area.

Keywords: Business Ethics, Ahilik, Ahilik Organization, Systematic Study



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Prevention of Environmental Crime in The Context of Promoting Environmental Education

Mihaela-Corina BUCUR

Romanian Society of Victimology - Founding member

Mediator Office Mihaela-Corina Bucur

Asanka Sante Medical Center - Manager

Carol Davila" Post-Secondary Health School - Teacher

Orcid: 0000-0001-8904-0436

ABSTRACT

Environmental crimes occupy the fourth place in international illegal activities, being outranked only by drug trafficking, counterfeiting of money and art objects and human trafficking and registering a constant growth of 5-7% per year. These have become some of the most profitable organized crime activities worldwide, significantly affecting both the environment and human health. It is necessary an education that promotes a sustainable lifestyle, through the development of eco-social skills, taking into account the familiarization of people with the natural and socioeconomic problems caused by of climate change, but also with ways to improve the response to it.

Keywords: Illegal, Organized Crime, Lifestyle, Eco-Social Skills, Climate Change

Türkiye’de Taksitli Perakende Alışveriş Pratiğinin Doğuşu ve Kurumsallaşma Süreci: Cem Boyner Örneğinde Kurumsal Girişimcilik Analizi

Serhat ADEMOĞLU

Uludağ University

712020002@ogr.uludag.edu.tr

Orcid: 0000-0002-2064-6162

ÖZET

Bu çalışma, Türkiye perakende sektöründe kredi kartına taksitli alışveriş pratiğinin ortaya çıkışı ve kurumsallaşma sürecini kurumsal girişimcilik perspektifinden incelemektedir. Araştırmada 1990’lı yılların ekonomik ve siyasal konjonktürü, Boyner Group’un geliştirdiği Anahtar Kart uygulaması ve bu uygulamanın sektörde yarattığı dönüşüm nitel veri analiziyle ele alınmıştır. Bulgular, taksitli satış pratiğinin Türkiye’de radikal bir örgütsel değişim niteliği taşıdığını, zaman içinde hem perakendeciler hem de tüketiciler tarafından içselleştirilerek kurumsallaştığını göstermektedir. Kurumsal girişimci olarak Cem Boyner’in sosyal pozisyonu—eğitim geçmişi, yönetsel konumu, sosyal ve profesyonel ağları ile örgütler arası hareketliliği—bu dönüşümü mümkün kılan kritik faktörler olarak belirlenmiştir. Çalışma ayrıca taksitli alışveriş pratiğinin düzenleyici kurumlar, finans sektörü ve tüketici davranışları üzerindeki etkilerini tartışarak, Türkiye’de kurumsal değişimin aktör temelli dinamiklerine ilişkin önemli bir örnek sunmaktadır.

Anahtar Kelimeler: Kurumsal Girişimcilik, Kurumsal Değişim, Taksitli Perakende Alışveriş ve Kurumsallaşma

The Emergence and Institutionalization of Installment-Based Retail Shopping in Turkey: An Institutional Entrepreneurship Analysis of the Cem Boyner Case

ABSTRACT

This study examines the emergence and institutionalization of installment-based credit card shopping in Turkey’s retail sector through the lens of institutional entrepreneurship. Focusing on the economic and political context of the 1990s and the Boyner Group’s development of the “Anahtar Kart,” the research employs qualitative data analysis to explore how this innovative payment practice transformed the sector. The findings reveal that installment-based retail transactions constituted a radical organizational change, eventually becoming institutionalized as both retailers and consumers adopted the practice widely. As an institutional entrepreneur, Cem Boyner’s social position—his educational background, executive role, social and professional networks, and inter-organizational mobility—played a critical enabling role in this transformation. The study further discusses the practice’s implications for regulatory institutions, financial actors, and consumer behavior, offering a significant example of actor-driven institutional change in Turkey..

Keywords: Institutional Entrepreneurship, Institutional Change, Installment-Based Retail Shopping, Institutionalization

Piyasa Başarısızlıkları ve Devlet Müdahalesi: Kaynak Dağılımında Etkinlik ve Ekonomik İstikrar Sorunları

Dr. Öğrt. Üyesi Sevim AKGÜL

Bayburt University

akgul@bayburt.edu.tr

Orcid: 0000-0002-4271-7857

ÖZET

Bu çalışma, piyasa ekonomisinin temel varsayımları çerçevesinde ortaya çıkan piyasa başarısızlıklarını ve bu başarısızlıklar karşısında devlet müdahalesinin gerekliliğini ele almaktadır. Piyasa ekonomisi, tam rekabet ve kendi kendine etkinlik varsayımlarına dayanmakla birlikte; kamusal mallar, dışsallıklar, aksak rekabet, asimetrik bilgi, fiyatların yapışkanlığı, gelir dağılımındaki adaletsizlik ve ekonomik istikrarsızlık gibi nedenlerle etkin çalışmamaktadır. Bu kapsamda devlet, fiyat mekanizmasının eksikliklerini gidermek ve ekonomik istikrarı sağlamak amacıyla müdahalede bulunur. Çalışmada, piyasa başarısızlıklarının temel nedenleri incelenmiş ve devletin ekonomiye müdahalesinin gerekçeleri tartışılmıştır. Yapılan değerlendirme sonucunda, etkin ve dengeli tasarlanmış devlet müdahalesinin, piyasa aksaklıklarını gidererek toplumsal refahı ve ekonomik istikrarı destekleyici kritik bir rol oynadığı sonucuna varılmıştır.

Anahtar Kelimeler: Piyasa başarısızlıkları, Kamusal mallar, Dışsallıklar, Asimetrik bilgi, Gelir dağılımı, Ekonomik istikrar, Devlet müdahalesi

Market Failures and Government Intervention: Efficiency in Resource Allocation and Economic Stability

ABSTRACT

This study deals with market failures that occur within the framework of the basic assumptions of the market economy and the necessity of state intervention in the face of these failures. Although the market economy is based on the assumptions of perfect competition and self-efficiency; Public goods cannot function effectively due to reasons such as externalities, imperfect competition, asymmetric information, sticky prices, injustice in income distribution and economic instability. In this context, the state intervenes to eliminate the deficiencies of the price mechanism and ensure economic stability. In the study, the main reasons for market failures were examined and the reasons for state intervention in the economy were discussed. As a result of the evaluation, it was concluded that effective and balanced state intervention plays a critical role in supporting social welfare and economic stability by eliminating market disruptions.

Keywords: Market failures, Public goods, Externalities, Asymmetric information, Income distribution, Economic stability, Government intervention



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GREEN- TECH DIPLOMACY: A Tool for Shared Climate Resilience in Navigating Peace For Sustainable Future

ADVOCATE / PG STUDENT ABARAJITHA R.B

School of Excellence, The Tamil Nadu Dr. Ambedkar Law University

abarajitha8502@gmail.com

Orcid: 0009-0005-3027-295X

ABSTRACT

Climate change or climate crisis is the alarming risk specially in 2,093,229,653 populated South Asian nations, as it is accelerated by extreme floods, heatwaves and unpredictable monsoon patterns, whereby creating cross-border and shared vulnerabilities. Thus, it destroys the natural flora and fauna further mitigating high risk of climate migration. The globe is threatened by climate crises since it destructs fundamental rights of climate migrants who are severed to climate refugees. UN being the world forum enlightens need for co-operative climate action as an obligation, as substantiated in the recent opinion of the ICJ. The political complexities of South Asian regime remains long tail, despite same this region endures parallel climate pressures demanding for cooperative and technologically empowered solutions. This made the author reckon, “How deployment of green-technology empowers diplomatic co-ordination for facilitating an integrated early warning system promoting climate resilience fostering peace?”. To analyse same, the author has adopted a mixed qualitative approach combining a doctrinal legal analysis of the international environmental law regime, global disaster management governance, further applying a comparative case study method examining the successful cross-national early warning systems as in the case of Caribbean Disaster Emergency Network etc. This paper advances the concept of Green-Tech Diplomacy as a peace-oriented approach to design a cross-border early warning framework, for shared climate resilience, as a demonstration on environmentally driven cooperation as a catalyst for sustainable regional futures. If further suggests to assess the climate crisis analytically based on satellite and interoperable communication systems, to map the potential organisational support facilitating early warning and allied climate action. By adoption of the proposed intent the research primarily curates for the formation of a real time structured action-model in the AI driven era better combining predicted analysis and community level dissemination protocol. Since, co-operative climate action primes proactive resilience, this research proposes an integration of law, technology and green diplomacy envisioning interconnected futures.

Keywords: Green-Tech Diplomacy; Early Warning Systems; Climate Resilience; International Cooperation.



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Trends and Dynamics in FMCG Packaging Design: Systematic Literature Review 2005–2025

Harris EFFENDI

Faculty of Visual Arts and Design, Universitas Trisakti, Jakarta, Indonesia

harris_effendi@trisakti.ac.id

Orcid: 0009-0009-4237-6288

Dida NURHAIDA

Faculty of Economics and Business, Universitas Trisakti, Jakarta, Indonesia

dida.nurhaida@trisakti.ac.id

Orcid: 0000-0003-3920-9277

Fajar REZANDI

Department of Architecture, Universitas Trisakti, Jakarta, Indonesia

fajar.rezandi@trisakti.ac.id

Orcid: 0009-0007-5590-4364

ABSTRACT

Packaging design plays a strategic role in shaping consumer perceptions, reinforcing brand identity, and influencing purchase decisions, particularly in the highly competitive fast-moving consumer goods (FMCG) industry. This study aims to identify and analyze key trends in FMCG packaging design over the past two decades (2005–2025) using a Systematic Literature Review (SLR) and bibliometric analysis. Data were collected from Scopus and Web of Science databases with curated keywords, yielding 328 articles screened through the PRISMA protocol. The analysis reveals a significant increase in publications since 2015, with research peaking after 2020, reflecting rising attention to sustainability, digital innovation, and packaging-based visual differentiation strategies. Four major dimensions of packaging design were identified—visual, material, functional, and symbolic—each exerting direct implications for marketing strategies and consumer experience. Visualizations generated through co-occurrence and thematic mapping highlight strong linkages between packaging design and issues of environmental responsibility, technological advancement, and local cultural values. The findings further indicate research gaps in the integration of digital technologies and sustainable practices. This study contributes conceptually to the academic discourse and provides practical recommendations for designers and industry stakeholders in developing adaptive, competitive, and value-added packaging solutions.

Keywords: FMCG, Packaging design, Systematic literature review.

Carbon Tax, Energy Transition and CO₂ Emissions: A Dynamic Panel Data Approach for Northern Africa and Europe

Tarek DRISSI BOUZAI

Economic Researcher, Faculty of Law, Economic and Social Sciences Mohammed V University, Morocco

tarek_drissibouzaidi@um5.ac.ma

Orcid: 0009-0003-9622-2862

Said Tounsi

Professor of Higher Education and Director of the Laboratory of Applied Economics (LEA), Faculty of Law,

Economic and Social Sciences Mohammed V University, Morocco

s.tounsi@um5r.ac.ma

Orcid: 0009-0003-6642-4957

ABSTRACT

This study aims to analyze the impact of the introduction of the carbon tax on CO₂ emissions per capita in a sample of Northern African and European countries. It also examines the influence of the energy transition on CO₂ emissions per capita.

We use an empirical approach based on dynamic panel data, a method that makes it possible to control unobserved heterogeneity between countries and to estimate the effects of fiscal and environmental policies. The model analyses countries that have implemented a carbon tax compared with those that have not, while incorporating variables such as GDP per capita, the transition to renewable energy and industrial added value.

The results show strong inertia in emissions, with the carbon tax having a negative and statistically significant effect on CO₂ emissions per capita, underlining its effectiveness in combating climate change. The use of renewable energy also has a strongly negative impact on emissions. On the other hand, GDP per capita and industrial added value have a positive and significant effect on carbon dioxide emissions.

The analysis shows that carbon taxes and transition towards renewable energies are effective levers for reducing CO₂ emissions. However, economic growth and industrialization present environmental challenges; the fact that requires a balance between development and sustainability.

Keywords: Carbon tax; CO₂ Emissions; Renewable Energy; Mundlak's Approach; System GMM Method.



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Navigating the Future in Petroleum Engineering Especially Enhanced Oil Recovery (EOR): Latest Innovations in Communication, Economy and Community

Rini SETIATI

Faculty of Earth and Energy Technology, Universitas Trisakti, Jakarta, Indonesia

Email corresponding: rinisetiati@trisakti.ac.id

Orcid: 0000-0001-9243-062X

ABSTRACT

Enhanced Oil Recovery (EOR) is a crucial technology for maximizing hydrocarbon production from aging reserves. EOR methods are used to increase the amount of crude oil that can be produced from an oil reservoir after primary and secondary recovery methods are no longer efficient or economical. Recent innovations driving the future of EOR focus on three key pillars: Communication, Economics, and Community. In the Communications realm, the integration of advanced digital technologies, such as the Internet of Things (IoT) and in-situ sensors, is crucial for real-time monitoring and rapid, data-driven decision-making. These enhanced communication systems enable injection process optimization and more accurate reservoir performance monitoring, minimizing downtime and operational uncertainty.

From an Economics perspective, future EOR efforts require innovative, cost-effective approaches. This includes developing the use of cheaper chemicals and gases, as well as increasing energy efficiency in the heating and injection processes. Circular economy models and life cycle analysis (LCA) are becoming increasingly relevant for assessing long-term sustainability and profitability.

Finally, the Community pillar emphasizes the importance of stakeholder collaboration. Local community engagement and transparency in operations are crucial for obtaining a social license to operate (SLO). Furthermore, the establishment of a strong scientific and industrial community, which promotes knowledge transfer and skills development (especially in digitalization), will ensure the sustainable adaptation and implementation of EOR innovations. Collectively, innovations in these three areas will guide the oil industry towards more efficient, sustainable, and responsible operations.

Keywords: Enhanced Oil Recovery, Navigation, Communication, Economy, Community

Depo Bangunan vs. Mitra10: A Competitive Positioning Study in Indonesia's Retail Building Materials Market

Alyssa RUSTAM

Sekolah Tinggi Manajemen PPM
alyssayuventia@gmail.com
Orcid: 0009-0004-3399-6032

Mariana Ardhyani PERMATASARI

Sekolah Tinggi Manajemen PPM
marianaardhyani@gmail.com
Orcid: 0009-0005-2572-4800

Siti Aliza NURJANAH

Sekolah Tinggi Manajemen PPM
sitalizanurjanah@gmail.com
Orcid: 0009-0001-3775-8005

Zahroh YUSUF

Sekolah Tinggi Manajemen PPM
zahrahbaisa@gmail.com
Orcid: 0009-0002-2186-2198

Firdaus BASBETH

Sekolah Tinggi Manajemen PPM
fbs@ppm-manajemen.ac.id
Orcid: 0000-0001-5544-4846

ABSTRACT

This study examines the competitive position of PT Caturkarda Depo Bangunan Tbk (DEPO) within Indonesia's building materials retail sector by conducting a comprehensive desktop review of secondary data, including annual reports, industry publications, and market research sources. Through an integrative analytical approach, the research applies Strategic Groups Map, PESTEL, Porter's Five Forces, Porter's Four Corners, Critical Success Factors (CSF), and Competitive Profile Matrix (CPM) to evaluate both external industry pressures and the company's relative strategic standing. The findings reveal that prolonged weakening of consumer purchasing power, intense competition driven by multiple modern retailers, and concentrated supplier dominance pose significant challenges for firms in this industry. Among major competitors, Mitra10 emerges as the strongest player due to its aggressive expansion strategy, broader national coverage, advanced digital capabilities, and superior operational integration. Meanwhile, DEPO maintains strengths in competitive pricing, customer service quality, and one-stop-shopping convenience, yet remains constrained by its smaller store network and slower digital transformation efforts. Overall, the study concludes that accelerating technological adoption, strengthening omnichannel capabilities, and expanding strategic retail presence are essential priorities for DEPO to enhance its long-term competitiveness in an increasingly dynamic and consumer-driven market environment.

Key Words: Competitive Analysis, Strategic Analysis, Building Materials Retail Industry, DEPO, Mitra10



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Intention to Adopt Digital Banking Application With The Moderating Role of Financial Technology Application Usage

Ayu Lestari

IPMI International Business School
ayu.lestari@ipmi.ac.id
Orcid: 0009-0009-8545-0978

Prof. Ir. H. M. Roy Sembel, MBA., Ph.D., CSA., CIB., CIIM

IPMI International Business School
roy.sembel@ipmi.ac.id
Orcid: 0000-0002-9023-9976

Dr. Melinda Malau, SE., MM., CPA., CBV., CFRM., CFA

Universitas Kristen Indonesia
melinda.malau@uki.ac.id
Orcid: 0000-0002-6576-3063

ABSTRACT

This study examines the factors influencing the intention to adopt digital banking applications in Indonesia, with a focus on the moderating role of financial technology (fintech) usage. Using the Unified Theory of Acceptance and Use of Technology (UTAUT) model, we examine the effects of performance expectancy, effort expectancy, social influence, and promotion on behavioral intention to adopt digital banking, and whether fintech usage moderates these relationships. Data collected via an online survey (Google Forms) from 107 respondents in Jabodetabek, analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The result of the test shows Effort expectancy and promotions positively influence adoption intention. Performance expectancy and social influence show no significant impact. Fintech usage does not significantly moderate these relationships. Adoption intention strongly predicts actual usage. Digital banks should prioritize user-friendly design and promotional strategies to accelerate adoption. The study also highlights the limited moderating role of fintech usage, offering theoretical insights for future research.

Keywords: Digital Banking, Fintech, Promotion, User Adoption

Toplumsal Şiddet ve Saldırganlığın Sosyolojik Analizi: Normatif Çöküş, Kültürel Çatışma ve Yapısal Dinamikler

Prof. Dr. Necla MORA
Bağımsız Araştırmacı Yazar,
aromn34@hotmail.com
Orcid: 0000-0002-3609-9765

ÖZET

Bu çalışma, şiddet ve saldırganlığın yalnızca bireysel psikolojik eğilimlerle açıklanamayacağını; aksine, toplumsal normların çözülmesi, değerler arasındaki çatışma ve yapısal eşitsizliklerin bir sonucu olarak ortaya çıktığını ileri sürmektedir. Şiddet, sosyolojik açıdan hem mikro düzeyde (gündelik etkileşimler, kimlik müzakereleri) hem de makro düzeyde (kurumsal düzenlemeler, ekonomik-politik yapılar) incelenmesi gereken çok boyutlu bir olgudur. Kuramsal çerçeve: Bildiri, Durkheim'in anomi kavramı, Weber'in meşruiyet tartışmaları ve postmodern teorilerin söylem analizleri üzerinden şiddetin toplumsal bağlamını çözümlemektedir. Bu yaklaşımlar, şiddetin yalnızca sapkınlık değil, aynı zamanda normatif düzenin kırılganlığını görünür kılan bir toplumsal pratik olduğunu göstermektedir.

Saldırganlık dinamikleri: Sosyal öğrenme kuramı ve kültürel temsil analizleri, saldırganlığın bireysel dürtülerden ziyade toplumsal etkileşim süreçleriyle üretildiğini ortaya koymaktadır. Medya, popüler kültür ve politik söylemler saldırganlığı yeniden üretmekte ve meşrulaştırmaktadır.

Toplumsal sonuçlar: Şiddet ve saldırganlık, toplumsal güveni zedeleyerek kolektif dayanışmayı zayıflatmakta; aynı zamanda adalet, eşitlik ve özgürlük taleplerini gündeme taşımaktadır. Bu bağlamda şiddet hem yıkıcı hem de dönüştürücü bir toplumsal işlev üstlenmektedir.

Çözüm önerileri: Çalışma, şiddetin önlenmesi için normatif düzenin yeniden inşası, kapsayıcı eğitim politikaları, medya sorumluluğu ve toplumsal dayanışma pratiklerinin güçlendirilmesi gerektiğini vurgulamaktadır.

Anahtar Kelimeler: Şiddet, Saldırganlık, Normatif Çöküş, Kültürel Çatışma, Yapısal Dinamikler.

Sociological analysis of social violence and aggression: normative breakdown, cultural conflict and structural dynamics

ABSTRACT

This study argues that violence and aggression cannot be explained solely by individual psychological tendencies; rather, they emerge as a consequence of the erosion of social norms, conflicts between values, and structural inequalities. From a sociological perspective, violence is a multidimensional phenomenon that must be examined both at the micro level (everyday interactions, identity negotiations) and at the macro level (institutional arrangements, economic-political structures).

Theoretical framework: The paper analyses the social context of violence through Durkheim's concept of anomie, Weber's discussions on legitimacy, and postmodern theories of discourse. These approaches demonstrate that violence is not merely deviance but also a social practice that exposes the fragility of normative order.

Dynamics of aggression: Social learning theory and cultural representation analyses reveal that aggression is produced not by individual impulses but through processes of social interaction. Media, popular culture and political discourse reproduce and legitimise aggression.

Social consequences: Violence and aggression undermine social trust and weaken collective solidarity, while simultaneously bringing demands for justice, equality and freedom to the fore. In this sense, violence assumes both a destructive and a transformative social function.

Proposed solutions: The study emphasises that preventing violence requires the reconstruction of normative order, inclusive educational policies, media accountability, and the strengthening of practices of social solidarity.

Keywords: Violence, Aggression, Normative Breakdown, Cultural Conflict, Structural Dynamics.



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Marketing and Communication Strategy in the Development of The Halal Food Station: an Operational Approach to Local Sustainability

Dr. Ir. Erwin Susanto Sadirsan, MM., MBA.

Economic & Business Faculty, Pertamina University, Indonesia
erwin.susanto@universitaspertamina.ac.id

Dr. Evi Sofia, S.E., MBA

Economic & Business Faculty, Pertamina University, Indonesia
evi.sofia@universitaspertamina.ac.id
Orcid: 0000-0002-7942-5874

Fiska Kusumawati, S.E., M.BA

Economic & Business Faculty, Pertamina University, Indonesia
fiska.kusumawati@universitaspertamina.ac.id

Ashylla Faizharana Yuwono

Economic & Business Faculty, Pertamina University, Indonesia
ashylla2004@gmail.com

Syalwa Nur Azizah

Economic & Business Faculty, Pertamina University, Indonesia
syalwazizah123@gmail.com

ABSTRACT

As the world's largest Muslim nation, Indonesia bears strategic responsibility to lead a halal food ecosystem contributing to the global Muslim ummah's welfare. This study aims to design an operational framework for the Smart Halal Food Distribution Center (SHFDC) in Rancamaya, Bogor, integrating halal supply chain management with local community empowerment while strengthening Indonesia's position in the regional Islamic economy. Through qualitative approaches with in-depth interviews of key stakeholders from BAPPENAS, KADIN, universities, and the Ministry of SMEs, the research reveals multi-layered strategies encompassing three primary product lines: meat (beef, chicken, fish), palm sugar for premium organic export, and cassava for bioethanol. Critical findings indicate the need for solid institutional coordination mechanisms, with BAPPENAS as G2G funding coordinator, KADIN for commercial partnerships, and universities for product research. Main constraints include regulatory fragmentation, minimal fiscal incentives, and limited long-term financing requiring Public-Private Partnership (PPP) models for sustainability. The research recommends establishing a Southeast Asian Muslim nations consortium for halal standards harmonization, integrated distribution network development, and collective marketing strategies strengthening regional halal food sovereignty. Successful implementation requires integrated marketing communications balancing commercial viability with social sustainability, supported by strong institutional partnerships and regional cooperation oriented toward the ummah's welfare.

Key Words: Halal Food Station, Halal Supply Chain, Community Empowerment, Public-Private Partnership, ASEAN Regional Cooperation, Islamic Economy

Siyasal Modernleşmenin Teorik Yönleri ve Azerbaycan Cumhuriyeti'ndeki Özellikleri

Prof. Dr. Sevil MAMMADOVA

Azerbaycan Cumhuriyeti Cumhurbaşkanlığı Kamu Yönetimi Akademisi
Siyaset Bilimi ve Yönetimi Bölümü Profesörü,
Siyaset Bilimi Doktoru
smammedova10@rambler.ru
Orcid: 0009-0005-0996-3908

ÖZET

Bu makalede siyasi modernleşmenin teorik yönleri ve onun Azerbaycan Cumhuriyeti'nde gerçekleşme özellikleri kapsamlı bir şekilde incelenmektedir. Siyasal modernleşme, özünde siyasal sistemlerin rasyonelleşme, verimliliği artırma ve siyasal katılımı genişletme yönünde dönüşüm süreci olarak ele alınmaktadır. Bu alanda klasik ve modern kavramlarda ortaya atılan teorik yaklaşımlar incelenmekte ve siyasal, toplumsal ve ekonomik faktörlerin siyasal modernleşme sürecine entegre edilmesinin önemi vurgulanmaktadır. Ayrıca siyasi, sosyal ve ekonomik faktörlerin siyasal modernleşme sürecine entegrasyonunun önemi vurgulanmaktadır.

Makalede, Azerbaycan Cumhuriyeti'ndeki siyasal modernleşmenin özellikleri, esas olarak Azerbaycan Cumhurbaşkanı, Muzaffer Başkomutan Sayın İlham Aliyev'in (2020-2023) önderliğinde ülkenin toprak bütünlüğünün ve devlet egemenliğinin tam olarak yeniden sağlanması, kurtarılmış topraklarda yenilikçi bir yönetim modelinin oluşturulması, ülkede siyasi diyalog ve katılımın geliştirilmesi, uluslararası entegrasyon, Azerbaycan'ın iklim diplomasisi de dahil olmak üzere küresel girişimlere aktif katılımı ve ülkemizde gerçekleştirilen COP29 (2024)'un büyük başarısı perspektifinden incelenmektedir. Bu süreçlerin iç içe geçerek Azerbaycan'ın siyasal modernleşmesinin benzersiz bir modelini oluşturduğu, tüm bunların siyasal sistemin istikrarını güçlendirdiği ve Azerbaycan'ın uluslararası itibarını daha da artırdığı sonucuna varılmıştır.

Anahtar Kelimeler: Azerbaycan Cumhuriyeti, Siyasal Modernleşme, Egemenlik, Küresel Girişimler, COP 29.

Theoretical Aspects of Political Modernization and Its Characteristics in The Republic of Azerbaijan

ABSTRACT

This article provides a comprehensive examination of the theoretical aspects of political modernization and its specific features in the Republic of Azerbaijan. Political modernization is viewed as a transformation process aimed at the rationalization of political systems, increasing their efficiency, and expanding political participation. Within this context, the theoretical approaches presented in both classical and contemporary frameworks are analyzed, and the importance of integrating political, social, and economic factors into the political modernization process is emphasized.

The article examines the features of political modernization in the Republic of Azerbaijan through the lens of the restoration of the country's territorial integrity and full state sovereignty (2020–2023) under the leadership of President Ilham Aliyev, the Victorious Supreme Commander-in-Chief, the establishment of an innovative governance model in the liberated territories, the development of political dialogue and civic participation, international integration, and Azerbaijan's active role in global initiatives, including climate diplomacy and the successful hosting of COP29 in 2024. It is concluded that these interconnected processes collectively form Azerbaijan's unique model of political modernization, strengthening the resilience of the political system and further enhancing Azerbaijan's international standing.

Keywords: Republic of Azerbaijan, Political Modernization, Sovereignty, Global Initiatives, COP 29.



The Role of Business Incubator Ecosystems in Strengthening MSME Sustainability within the SDGs Framework

Liena Prajogi

MNC University, Jakarta, Indonesia
liena.prajogi@mncu.ac.id
Orcid: 0009-0000-1169-8203

Bernadetta Kwintiana Ane

Media Nusantara Citra University, Jakarta, Indonesia
bk.ane@mncu.ac.id
Orcid: 0000-0001-9583-7919

M Rezki Oktavianoor

Media Nusantara Citra University, Jakarta, Indonesia
muhammad.rezki@mncu.ac.id
Orcid: 0009-0000-1867-7106

Yuary Farradia

Media Nusantara Citra University, Jakarta, Indonesia
yuary.farradia@mncu.ac.id
Orcid: 0000-0001-7691-3891

Arief Novisto

Media Nusantara Citra University, Jakarta, Indonesia
arief.novisto@mncu.ac.id
Orcid: 0009-0002-1520-4789

Dewi Melati

Jakarta International Polytechnic, Jakarta, Indonesia
dewi.melati@jih.ac.id
Orcid: 0009-0006-7213-8115

ABSTRACT

Business incubator ecosystems play a strategic role in strengthening the sustainability of Micro, Small, and Medium Enterprises (MSMEs), particularly within the broader agenda of the Sustainable Development Goals (SDGs). This study examines how integrated incubator components such as university support, government regulation, financial access facilitators, development partners, and external stakeholders contribute to improving MSME capabilities and long-term resilience. Using a qualitative literature-based approach, this paper synthesizes existing studies on business incubation, innovation support, and entrepreneurial ecosystem development to identify the mechanisms through which incubators enhance MSME performance. The analysis highlights that incubators not only provide technical assistance and business clinics but also create multi-stakeholder collaboration that aligns with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 17 (Partnerships for the Goals). Findings indicate that incubators significantly support MSMEs in improving competitiveness, fostering innovation, expanding networks, and accessing resources that strengthen business continuity. This paper offers a conceptual understanding of how business incubator ecosystems, particularly those based in universities, can serve as an effective pathway to promoting sustainable MSME development in alignment with global sustainability goals.

Key Words: Business Incubator; MSME Sustainability; Entrepreneurial Ecosystem; Innovation Support; University-Based Incubator; Sustainable Development Goals (SDGs); Partnerships; Capacity Building.

Teaching American Literature in Secondary Schools: Comparative Perspectives with Azerbaijani Prose

Arif Alim Asadov, Dr.

Institute of Education of the Republic of Azerbaijan, Azerbaijan
arifesedov@gmail.com

Orcid: 0009-0007-0058-8288

ABSTRACT

This study examines the integration of American literature into the Azerbaijani secondary school curriculum with a focus on comparative literary methodology. By exploring the intertextual relationship between the works of Azerbaijani author Anar and American novelist Ernest Hemingway, the paper demonstrates how literary comparisons cultivate deeper student engagement with historical contexts, psychological realisms, and shared human narrative patterns. The research contends that cross-literary instruction not only enriches student comprehension of Western texts but also provides new interpretive frameworks for understanding Azerbaijani prose. Drawing upon translation history, typological parallels, and reciprocal literary influences, the paper argues that teaching American literature as part of a globalized literary ecosystem strengthens students' analytical abilities, intercultural awareness, and aesthetic appreciation. Ultimately, the study supports a pedagogical approach in which American and Azerbaijani literature are not taught as separate cultural artefacts, but as interconnected fields of human creativity that illuminate one another within the educational context.

Keywords: American literature; Azerbaijani prose; Secondary education; Comparative literature; Curriculum theory; Translation studies; Intercultural pedagogy; Ernest Hemingway; Anar; War and memory; Modernism; literary reception; Typological analysis; Global education

Teknolojik Gelişmişlik, Gelir Eşitsizliği ve Eğitimin Tamponlama Rolü: G-20 Ülkeleri Üzerine Panel Veri Analizi

Dr. Yunus İkiz

İkiz Yatırım

yunus2z@hotmail.com

Orcid: 0009-0001-7089-6629

ÖZET

Bu çalışma, teknolojik gelişmişlik ile gelir eşitsizliği arasındaki ilişkiyi ve bu ilişkide eğitimin oynadığı rolü G-20 ülkeleri örneğinde ampirik olarak incelemektedir. Çalışmanın temel amacı, eğitimin teknoloji kaynaklı eşitsizliği artırıcı etkiye karşı bir tampon (ılımlılık) mekanizması olarak işleyip işlemediğini test etmektir. Analiz, 1996–2022 dönemini kapsayan G-20 panel verileri kullanılarak, ülkeler arası gözlenemeyen heterojenliği kontrol eden İki Yönlü Sabit Etkiler (Two-Way Fixed Effects, TWFE) modeli ile gerçekleştirilmiştir.

Elde edilen bulgular, Vasıf Yönelimli Teknolojik Değişim (SBTC) hipoteziyle uyumlu şekilde, teknolojik gelişmişliğin—patent başvurularının logaritmik değeri ile ölçülen—gelir eşitsizliğini (Gini katsayısı) anlamlı ve pozitif yönde etkilediğini göstermektedir. Bununla birlikte, çalışmanın özgün katkısını oluşturan temel sonuç, eğitimin bu ilişki üzerindeki ılımlılık etkisidir. Ampirik bulgular, eğitim düzeyinin yüksek olduğu ülkelerde teknolojik gelişmişliğin eşitsizliği artırıcı etkisinin belirgin biçimde zayıfladığını göstermekte ve eğitimin bir tamponlama rolü üstlendiğini ortaya koymaktadır. Ayrıca, teknoloji → eğitim → eşitsizlik kanalı üzerinden işleyen kısmi aracılık etkisine ilişkin ampirik kanıtlar da elde edilmiştir.

Bu sonuçlar, teknoloji kaynaklı eşitsizliğin kaçınılmaz olmadığını; aksine, eğitim yatırımları ve beşeri sermaye politikaları yoluyla yönetilebileceğini göstermektedir. Bulgular, G-20 ülkelerinde inovasyon politikalarının daha kapsayıcı sonuçlar üretmesi için teknolojik gelişmişlik ile eğitim sistemlerinin bütünleşik bir anlayışla ele alınması gerektiğini vurgulamaktadır.

Anahtar Kelimeler: Teknolojik Gelişmişlik, Gelir Eşitsizliği, Eğitim, SBTC, Ilımlılık (Moderation)

Technological Advancement, Income Inequality, and the Moderating Role of Education: Evidence from G-20 Countries

ABSTRACT

This study empirically investigates the relationship between technological advancement and income inequality, as well as the role of education within this relationship, using evidence from G-20 countries. The primary aim of the research is to test whether education functions as a buffering (moderating) mechanism against the inequality-enhancing effects of technology. The analysis employs panel data covering the period 1996–2022 and is conducted using a Two-Way Fixed Effects (TWFE) model, which controls for unobserved heterogeneity across countries and years.

The findings indicate that technological advancement—measured by the logarithmic value of patent applications—has a significant and positive effect on income inequality (Gini coefficient), consistent with the Skill-Biased Technological Change (SBTC) hypothesis. However, the central contribution of the study lies in demonstrating the moderating role of education. The results show that in countries with higher levels of education, the inequality-enhancing impact of technological advancement is substantially weaker, highlighting the buffering function of education. In addition, empirical evidence supports a partial mediation mechanism operating through the technology → education → inequality channel.

Overall, the results suggest that technology-driven inequality is not inevitable; rather, it can be mitigated through education investments and human capital policies. The findings underscore the need for G-20 countries to integrate technological advancement and education systems within a coherent policy framework in order to achieve more inclusive innovation outcomes.

Keywords: Technological Advancement, Income Inequality, Education, SBTC, Moderation

Gelenekten Günümüze Mersin Yörük Kültüründe Gıda Pratiklerinin Sosyokültürel Analizi

Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI

Mersin University

inci.erdogan@mersin.edu.tr

Orcid: 0000-0002-4101-7111

Sedef SEVİM

Mersin University

Sedefsevm@gmail.com

ÖZET

Mersin, farklı kültürlerin bir araya geldiği bir bölge olduğu için zengin bir yemek kültürüne sahiptir. Bu kültürün oluşmasında Yörüklerin önemli bir yeri vardır. Göçebe yaşam tarzını sürdüren Yörükler, yüzyıllar boyunca doğayla iç içe bir hayat kurmuş ve bu yaşam biçimine uygun gıda hazırlama, saklama ve tüketme yöntemleri geliştirmiştir. Bu yöntemler sadece yemek yapma biçimlerini değil, aynı zamanda günlük yaşamı, aile içi rolleri, misafirperverlik anlayışını ve toplumsal ilişkileri de etkilemiştir.

Bugün Mersin'in Toroslar, Silifke, Erdemli, Mut ve Gülnar gibi bölgelerinde Yörük kültürünün izleri hâlâ görülmektedir. Ancak kentleşme, yaşam tarzlarının değişmesi ve modern tüketim alışkanlıklarının yaygınlaşması, geleneksel gıda pratiklerinin önemli ölçüde dönüşmesine yol açmıştır. Buna rağmen bazı yemekler, üretim teknikleri ve mutfak alışkanlıkları hâlâ korunmakta; bazıları ise yeni koşullara uyarlanarak yaşamaya devam etmektedir.

Bu çalışmada, Mersin Yörük kültüründe geçmişten günümüze uzanan gıda pratiklerinin nasıl değiştiği ve bugün hangi anlamları taşıdığı incelenmektedir. Sadece yemek çeşitlerini ele almak değil; üretim süreçleri, mevsimsel göçlerin etkisi, kadın emeği, aile yapısı ve toplumsal dayanışma gibi unsurların da gıda kültürüne nasıl yansıdığı üzerinde durulacaktır. Ayrıca Yörük mutfak kültürünün günümüzde yerel kimliğe, turizme ve kültürel sürdürülebilirliğe nasıl katkı sunduğu da değerlendirilecektir.

Bu yönleriyle çalışma, Mersin Yörüklerinin yemek kültürünün hem geleneksel hem de modern yönlerini bir arada inceleyerek kültürel bir mirasın günümüzde nasıl yaşatıldığını ortaya koymayı amaçlamaktadır.

Anahtar Kelimeler: Yörük Kültürü, Geleneksel Gıdalar, Turizm, Sosyokültürel yapı

A Sociocultural Analysis of Food Practices in the Yörük Culture of Mersin from Tradition to the Present

ABSTRACT

Mersin, as a region where diverse cultures converge, possesses a remarkably rich culinary heritage. Yörük communities have played a significant role in the formation of this culture. Having maintained a nomadic lifestyle for centuries, Yörük groups established a way of life in close proximity to nature and developed distinct methods of food preparation, preservation, and consumption tailored to this lifestyle. These techniques have not only shaped modes of cooking but have also profoundly influenced daily life, family roles, the concept of hospitality, and broader social relations. Traces of Yörük culture remain evident today in various districts of Mersin, including Toroslar, Silifke, Erdemli, Mut, and Gülnar. However, the combined effects of urbanization, shifting lifestyles, and the proliferation of modern consumption habits have led to a significant transformation of traditional food practices. Despite this change, certain dishes, production techniques, and fundamental culinary habits still persist, while others have been adapted to contemporary conditions, ensuring their continuity. This study specifically investigates how food practices within the Yörük culture of Mersin have evolved from past to present and explores the contemporary significance of these practices. Rather than merely cataloging varieties of dishes, the research focuses on how factors such as production processes, seasonal migrations, women's labor, family structure, and social solidarity are reflected in food culture. Furthermore, the study evaluates the contributions of the Yörük culinary tradition to local identity, tourism, and cultural sustainability in the present context. In this regard, the research aims to reveal how a cultural heritage is sustained today by examining both the traditional and modern dimensions of the food culture of the Mersin Yörüks.

Keywords: Yörük Culture, Traditional Foods, Tourism, Sociocultural Structure



Identifying Internal Factors of Handbags Product Quality Based on The Perceived Quality Among Manufacturing Workers

Ardiyo Sastrosatomo

IPMI International Business School
ardiyo.sastrosatomo@ipmi.ac.id
Orcid: 0009-0003-4770-7388

Prof. Ir. H. M. Roy Sembel, MBA., Ph.D., CSA., CIB., CIIM

IPMI International Business School
roy.sembel@ipmi.ac.id
Orcid: 0000-0002-9023-9976

Dr. Melinda Malau, SE., MM., CPA., CBV., CFRM., CFA

Universitas Kristen Indonesia
melinda.malau@uki.ac.id
Orcid: 0000-0002-6576

Abstract

This study examines the internal factors influencing the perceived quality of handbags in the manufacturing sector, using Total Quality Management (TQM) as the grand theory. The research aims to identify key determinants such as worker's education, quality mindset, teamwork, tooling/machinery conditions, and material quality that impact product perception. Understanding these factors is crucial for improving production processes and ensuring product excellence.

A quantitative research approach was adopted, employing survey-based data collection from handbag manufacturing workers. The study utilized Structural Equation Modeling (SEM) for data analysis, assessing the validity and reliability of variables through Cronbach's alpha and Pearson correlation tests. Hypothesis testing was conducted to evaluate the significance of relationships between internal factors and perceived handbag quality.

The findings indicate that worker education, teamwork, and material quality significantly influence perceived product quality. These results reinforce TQM's emphasis on structured training, collaborative efforts, and stringent material quality control. However, the study challenges assumptions regarding the role of machinery conditions, suggesting that industry-specific variables may moderate its influence.

This research contributes to the broader understanding of quality management in manufacturing by demonstrating the practical application of TQM principles. The findings underscore the necessity of continuous improvement, workforce training, and supplier quality control to enhance product perception. Manufacturers can leverage these insights to refine their quality management strategies, ensuring sustained competitiveness in the industry.

Keywords: Total Quality Management, perceived quality, worker's education, material quality, teamwork, handbag manufacturing



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Analysis of Multidimensional Poverty in Cameroon: An Approach Using The MPI

Dr. Jean Faustin KAFFO

National Institute of Statistics (NIS), Yaounde- Cameroun

kaffojfaustin@gmail.com

Orcid: 0009-0002-3579-7163

Mr. Donald BANHORO BAYO

Institut Sous-régional de Statistique et d'Economie Appliquée (ISSEA) Yaounde-Cameroun

bayodo03@gmail.com

Orcid: 0009-0002-2180-1862

ABSTRACT

This study aims to provide an in-depth analysis of multidimensional poverty in Cameroon using the Multidimensional Poverty Index (MPI) based on data from the 2018 Demographic and Health Survey (DHS). The results show an overall MPI of 0.46, with an incidence (H) of 0.60 and an intensity (A) of 0.78. This high index indicates that the population studied experiences, on average, deprivations equivalent to 46% of all possible deprivations. However, these results conceal several disparities, particularly regarding the MPI by area of residence, the educational level of the household head, and the regions. The particularity and originality of this work lie in the integration of a new indicator within the living conditions dimension: housing overcrowding. The study reveals a level of poverty more severe than officially reported, largely explained by the introduction of this new indicator, and formulates relevant recommendations to reduce it, notably by improving and ensuring access to education for all.

Keywords: Multidimensional Poverty Index, Cameroon, 2018 DHS, Deprivation and Living Conditions

Recent Regulatory Developments in European Union Health Legislation

Dr. Sümeyye GÖKÇENOĞLU

Erzurum Technical University

Faculty of Economics and Administrative Sciences

Department of Economics

sumeyye.gokcenoglu86@erzurum.edu.tr

Orcid: 0000-0002-6878-8813

ABSTRACT

In recent years, the European Union (EU) has undergone a comprehensive transformation in its health policies and legislation. The main motivations behind this transformation include the need to enhance the resilience of health systems in the post-pandemic era, reduce inequalities in access to health services among member states, ensure the safety, equity, and sustainability of medicines and medical products, strengthen data sharing and digital health infrastructure, and create a regulatory environment conducive to the adoption of innovative technologies.

This study aims to present the significant regulatory developments in the EU health acquis between 2023 and 2025 -including electronic health data sharing, pharmaceutical and medical product legislation, health technology assessment (HTA), and digital health infrastructure- and to analyze the potential impacts of these reforms on healthcare access, cost-effectiveness, equity, and innovation. Furthermore, the study discusses the possible implications of these findings in the context of Turkey's health policies and system.

The EU has long pursued goals such as harmonization in health policies, patient safety, medicine quality, and equitable access; however, digitalization, demographic changes, and medical innovation have necessitated a review of existing legislation. Notably, the European Health Data Space (EHDS) was officially adopted in 2025, establishing standards for compatibility in electronic health records, cross-border access, data sharing, and the use of health data for research purposes.

In addition, the HTA reform has standardized the assessment of health technologies and accelerated access to innovative treatments. EU pharmaceutical legislation is being modernized through the Pharma Package proposal, covering a broad spectrum from orphan drugs to generic and biosimilar access. Within the scope of strengthening digital health infrastructure, the EU4Health program provides grant and project support to facilitate these transformations.

In conclusion, these comprehensive reforms in the EU have significant effects on healthcare access, cost-effectiveness, equity, and innovation. For Turkey, frameworks such as EHDS, HTA, and the Pharma Package provide valuable examples that can serve as references in the development of national health policies and system strategies.

Keywords: European Union, health policy, EHDS, HTA, Pharma Package, EU4Health, Turkey



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The Influence of Knowledge Management, Social Capital, and Absorptive Capacity on Employee Performance

William Sondra

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173032@students.unsurya.ac.id
Orcid: 0009-0003-6286-3397

Galih Satrio Aribowo

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173059@students.unsurya.ac.id
Orcid: 0009-0001-8541-4450

Janjan Achnihadian

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173085@students.unsurya.ac.id
Orcid: 0009-0004-9597-3610

Rony Aspani

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173064@students.unsurya.ac.id
Orcid: 0009-0008-2694-9026

Petty Herawati Pasaribu

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173026@students.unsurya.ac.id
Orcid: 0009-0002-7815-9401

Dewi Puspaningtyas Faeni

Postgraduate of Management,
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia
dewi.faeni@unsurya.ac.id
Orcid: 0000-0002-1911-4425

ABSTRACT

This study aims to identify the influence of Knowledge Management, Social Capital, Absorptive Management on Employee Performance at PT. Lion Group. The type of research used in this study is a quantitative method. The sampling technique in this study uses probability sampling. The population in this study is 102 employees at PT. Lion Group. The number of samples to be studied in this study was determined by the Slovin formula with a sample size of 82 employees. In this study, data collection was carried out through several methods, namely questionnaires, interviews, observations, and literature studies. The data analysis methods used in this study include descriptive statistical analysis, data quality tests consisting of validity tests and reliability tests, and hypothesis tests which include F tests, t tests, and determination coefficient tests. The results showed that Knowledge Management mediated by Information Technology was proven to have a positive and significant influence on Employee Performance, Social Capital mediated by Information Technology did not have a significant influence on Employee Performance, Absorptive Capacity mediated by Information Technology also did not have a significant influence on Employee Performance, and overall, the combination of the three independent variables (Knowledge Management, Social Capital, and Absorptive Capacity) mediated by Information Technology does not have a significant influence on Employee Performance.

Keywords: Knowledge Management, Social Capital, Absorptive Capacity, Information Technology

The Relationship Between Learning Agility, Competency Exploration, And Training and Development on Employee Performance Is Mediated Organizational Commitment

Dewi Sri Wulandari

Postgraduate Magister Student

Universitas Dirgantara Marsekal Suryadarma, Indonesia

241173080@students.unsurya.ac.id

Orcid: 0009-0003-3423-0146

Shinta Kusumastuti

Postgraduate Magister Student

Universitas Dirgantara Marsekal Suryadarma, Indonesia

241173016@students.unsurya.ac.id

Orcid: 0009-0005-3317-3279

Muhamad Endra Firmansyah

Postgraduate Magister Student

Universitas Dirgantara Marsekal Suryadarma, Indonesia

241173001@students.unsurya.ac.id

Orcid: 0009-0008-8471-8795

Rija Ramdhani

Postgraduate Magister Student

Universitas Dirgantara Marsekal Suryadarma, Indonesia

241173019@students.unsurya.ac.id

Orcid: 0009-0005-3317-3279

Dewi Puspaningtyas Faeni

Lecturer of Postgraduate Magister

Universitas Dirgantara Marsekal Suryadarma, Indonesia

dewi.faeni@unsurya.ac.id

Orcid: 0000-0002-1911-4425

ABSTRACT

This research aims to determine whether there is a relationship between Learning Agility, Competency Exploration, and Training and Development on Employee Performance mediated by Organizational Commitment. The method used in this research is quantitative, the survey method is used to obtain primary data using questionnaires. The sampling technique used was simple random sampling technique, totalling 135 respondents. The data analysis technique uses outer model and inner model tests with SmartPLS 4.0. The research results show that in the inner model test the competency exploration variable has an influence but not significant on employee performance mediated by organizational commitment, with calculation results (T statistics $1.341 < T$ table 1.656) and (P Value $0.090 > 0.05$). Based on the outer model test, simultaneously learning agility, competency exploration, and training and development have a significant effect on employee performance through the mediation of organizational commitment

Keywords: Competency Exploration, Employee Performance, Learning Agility.



The Influence of Workload, Burnout and Autocratic Leadership on Employee Performance Mediated by Work Life Balance

Agung Setyawan

Postgraduate of Management
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.
241173010@students.unsurya.ac.id
Orcid: 0009-0009-8293-1370

Dewi Puspaningtyas Faeni

Postgraduate of Management,
Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia
dewi.faeni@unsurya.ac.id
Orcid: 0000-0002-1911-4425

ABSTRACT

This research aims to analyze to whether all abovementioned variables such as; workload, burnout and autocratic leadership can influence employee performance mediated by work life balance at Pt. Batik Air Indonesia. Based on quantitative research methods, the research population is all employees of Pt. Batik Air Indonesia. The population was 1400 employees, the sample was determined using the Slovin formula with a simple random sampling technique, obtaining 321 employees. The research variables consist of exogenous variables, namely workload (X1), Burnout (X2), autocratic leadership (X3), mediating variable Work life balance (Y) and the endogenous variable employee performance (Z). The collected questionnaire data was then tested for validity and reliability. The statistical tests used are the outer model and inner model in SEM PLS with the SmartPLS 4.0 measuring instrument. The results of this research explain that: 1) the workload variable on employee performance is mediated work life balance has a positive and significant effect with a Tstatistic value of $4.522 > T_{table} 1.66$. 2) Variable burnout on employee performance is mediated work life balance positive and significant effect with a Tstatistics value of $1.884 > T_{table} 1.66$. 3) The autocratic leadership variable on employee performance is mediated work life balance positive and significant effect with a Tstatistics value of $4.978 > T_{table} 1.66$. 4) Variable workload, burnout and autocratic leadership on employee performance have a positive and significant effect with an R-square value of 0.65 or 65%.

Keywords: Workload Burnout; Authoritarian; Employees Performance; Work Life Balance.



Implementation of Green Human Resource Management: Strategy Analysis in Integrating Work Environment Principles to Employee Performance Moderated by Policies

Edward Bayu Saputra

Postgraduate of Management

Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.

241173005@students.unsurya.ac.id

Sabto Kironowati

Postgraduate of Management

Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.

241173006@students.unsurya.ac.id

Tony Ibrahim

Postgraduate of Management

Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia.

241173007@students.unsurya.ac.id

Dewi Puspaningtyas Faeni

Postgraduate of Management,

Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia

dewi.faeni@unsurya.ac.id

ABSTRACT

The aim of this research is to determine the significant influence of Green Recruitment, Green Training and Development, Green Performance Management on Employee Performance through the GHRM Policy as a Moderation variable. The research methodology uses a saturated sample where the population used as research subjects are employees of Garuda Indonesia with 120 respondents. Smart PLS 3.2 statistical test with results; 1) Green Recruitment has a positive and significant effect on Employee Performance with a p-Value of 0.045. 2) Green Recruitment has a positive and significant effect on GHRM Policy with a p-Value of 0.000. 3) Green Training and Development has a positive and significant effect on Employee Performance with a p-Value of 0.002. 4) Green Training and Development has a positive and significant effect on GHRM Policy with a p-Value of 0.000[10]. 5) Green Performance Management has a positive effect on Employee Performance with a p-Value of 0.014[11]. 6) Green Performance Management has a positive and significant effect on GHRM Policy with a p-Value of 0.000. 7) GHRM policy has a positive but not significant effect on Employee Performance with a p-Value of 0.155. The indirect hypothesis 8) Green Recruitment on Employee Performance through the mediation of the GHRM Policy gets a P-Value of 0.115 and the Original Sample is 0.048, which means this variable has a positive but not significant effect. 9) Green Training and Development on Employee Performance through the mediation of the GHRM Policy obtained a P-Value of 0.182 and Original Sample 0.031, which means this variable has a positive but not significant effect. 10) Green Performance Management on Employee Performance through the mediation of the GHRM Policy obtained a P-Value of 0.171 and Original Sample 0.026, which means this variable has a positive but not significant effect.

Keywords: Green Recruitment, Green Training and Development, Green Performance Management, Employee Performance, GHRM

Avrupa Birliği Ülkelerinde Çevre Kirliliği Bağlamında Havacılık Kuznets Eğrisi Hipotezinin Analizi

Sümeyye YAVUZ

Erciyes Üniversitesi

sumeyyeyvz5885@gmail.com

Orcid: 0000-0002-1381-2812

Prof. Dr. Alper ASLAN

Erciyes Üniversitesi

alperaslan@erciyes.edu.tr

Orcid: 0000-0003-1408-0921

ÖZET

Havacılık sektörü, dünya çapında yaklaşık 86,5 milyon kişiye istihdam sağlayarak küresel ekonomide önemli bir konuma sahiptir. Ancak bir dezavantajı da var: Sektör aynı zamanda çevreyi de olumsuz etkilemektedir ve gezegenimiz için pek de iyi değildir. İnsan kaynaklı tüm CO₂ emisyonlarının yaklaşık %2-3'ünden sorumludur (IEA, 2025).

Bu çalışmanın temel amacı, 1990-2021 yılları arasında seçilmiş 21 Avrupa Birliği (AB) ülkesi için çevresel Kuznets eğrisi (EKC) ve havacılık Kuznets eğrisinin (AKC) varlığını belirlemektir. AB ülkelerinin havacılık sektöründe Kuznets hipotezinin geçerli olup olmadığını ölçmek için hava taşımacılığında kaynaklanan CO₂ emisyonları, ekonomik büyüme, ekonomik büyümenin karesi, enerji tüketimi ve çevre vergisi verileri kullanılmıştır. Panel VAR sonuçları, ekonomik büyüme ile hava taşımacılığında kaynaklanan CO₂ emisyonları arasında ters U şeklinde bir ilişki olduğunu göstermektedir. Bu durum teorik olarak AB ülkelerinde EKC hipotezinin ve özellikle havacılık sektörü için Havacılık Kuznets Eğrisi (AKC) hipotezinin geçerliliğini desteklemektedir. Ayrıca çevre vergilerinde %1'lik bir artış, hava taşımacılığı CO₂ emisyonlarında %0,01'lik bir artışa neden olmaktadır. Bu durum çevre vergilerinin AB ülkelerinde yeterince ciddiye alınmadığını ve etkili bir çevre politikası aracı olarak kullanılamadığını ya da vergi yapısının caydırıcı etkisinin olmadığını göstermektedir.

Anahtar Kelimeler: Havacılık Kuznets Eğrisi, Hava taşımacılığında kaynaklanan CO₂ emisyonları, Çevre vergisi, Avrupa Birliği, Panel VAR

Analysis of the Aviation Kuznets Curve Hypothesis in the Context of Environmental Pollution in European Union Countries

ABSTRACT

The air transport sector holds an important position in the world economy, providing employment for approximately 86.5 million people globally. But there's a downside: the sector also negatively impacts the environment, it's not great for the planet. It was responsible for about 2-3% of all human-caused CO₂ emissions (IEA, 2025).

The primary objective of this study is to determine the existence of an environmental Kuznets curve (EKC) and an aviation Kuznets curve (AKC) for 21 selected European Union (EU) countries from 1990 to 2021. CO₂ emissions from air transportation, economic growth, the square of economic growth, energy consumption, and environmental tax data were used to measure whether the Kuznets hypothesis holds true in the aviation sector of EU countries. Panel VAR results indicate that there is an inverted U-shaped relationship between economic growth and CO₂ emissions from air transportation. This situation theoretically supports the validity of the EKC hypothesis in EU countries and, specifically for the aviation sector, the Aviation Kuznets Curve (AKC) hypothesis. Furthermore, a 1% increase in environmental taxes causes a 0.01% increase in air transport CO₂ emissions. This situation shows that environmental taxation is not serious enough and cannot be used as an effective environmental policy tool, or the tax structure does not have a deterrent effect EU country.

Keywords: Aviation Kuznets Curve, CO₂ emissions from air transportation, Environmental tax, European Union, Panel VAR

Rusya'nın Güney Kafkasya Politikasında Azerbaycan'ın Yeri

Assoc. Prof. Dr. İlhamə OMAROVA

The Academy of Public Administration under the President of the Republic of Azerbaijan

Assoc. Prof. Dr. at Department of "History", doctor of philosophy in political sciences

Orcid: 0009-0009-2546-9239

omarovai@yahoo.com

ÖZET

Güney Kafkasya-Hazar bölgesi, dünya siyasetinin önde gelen güçlerinin ilgi alanında önemli bir coğrafyadır. Rusya, tarihsel olarak bu bölgeyi “yakın çevresi”nin bir parçası olarak algılıyor ve Güney Kafkasya üzerindeki kontrolü, ulusal güvenliği, enerji nakil yolları ve NATO/AB genişlemesine karşı tampon bölge açısından hayati önem taşıyor.

"Rusya'nın Güney Kafkasya politikasında Azerbaycan'ın yeri" adlı bilimsel makalede, 1987-1993 yılları arasında Azerbaycan halkının, doğru bir ulusal güvenlik politikası uygulayabilecek bilge bir liderin yokluğu nedeniyle bir kez daha ağır sonuçlar yaşadığı ve uygulanan politikada doğru bir siyasi çizginin bulunmamasının ülkeyi ciddi sosyo-politik çalkantılara sürüklediği belirtilmektedir.

Rusya Federasyonu, Hazar enerji kaynaklarını ve bunları Batı pazarına taşıyacak boru hatlarını kaybetme ve dünya enerji pazarında rakip kazanma tehdidi nedeniyle, Güney Kafkasya'yı kendi nüfuz alanında tutmayı amaçlayan siyasi, ekonomik ve askeri politikasının ağırlığını Azerbaycan'a yöneltmiş ve Azerbaycan'a karşı tutumunu değiştirmiştir. Ermenistan'ın ülkemiz üzerindeki toprak iddialarını, Azerbaycan'ı Bağımsız Devletler Topluluğu sınırları içinde tutmak için kullandığı baskı araçlarından, askeri yapıları da dahil olmak üzere, vazgeçmeden, her türlü yolla desteklemiştir.

İkinci Karabağ Savaşı'ndan sonra Azerbaycan, Rusya'nın Güney Kafkasya politikasında daha önemli bir yer edinmeye başladı. Rusya bölgedeki konumunu korumaya çalışırken, Azerbaycan hem jeopolitik bağımsızlığını hem de bölgesel bir güç olarak statüsünü güçlendirmeyi başardı. Azerbaycan'ın Karabağ üzerindeki egemenliğinin yeniden sağlanması ve Ermeni silahlı kuvvetlerinin 2023 yılı sonuna kadar tamamen geri çekilmesi, Moskova için hem riskler hem de iş birliği fırsatları yarattı. Rus barış gücü bölgeye girse de, Azerbaycan askeri-politik kontrolü elinde tuttu ve onlara yalnızca teknik ve geçişsel bir rol verdi. Azerbaycan'ın Türkiye ve Batılı yapılarla artan bağları, Rusya'yı yeni gerçeklerle karşı karşıya bıraktı. Dış politikasını bağımsızlık ilkesine dayandıran Bakü, Rusya ile ilişkilerinde tarafsız ve pragmatik bir çizgi izliyor.

Sonuç olarak Rusya, Güney Kafkasya siyaseti üzerinde kontrol sağlama, rakiplerini uzak tutma ve bölgesel güçlerle güç dengesi kurma politikası izlemektedir. Azerbaycan ise bu gerçekleri kendi çıkarlarını korumak ve bölgede öncü bir aktör olmak için kullanmaya çalışmaktadır.

Anahtar Kelimeler: Güney Kafkasya, Azerbaycan, Rusya, askeri-politik süreçler, ekonomik potansiyel, denge politikası mekanizmaları, "Kafkasya'da Fırtına"

Azerbaijan's Place in Russia's South Caucasus Policy

ABSTRACT

The South Caucasus-Caspian region is an important geography in the sphere of interest of leading powers in world politics. Russia, historically perceiving this region as part of its “near abroad”, views control over the South Caucasus as vital to its national security, energy transit routes, and buffer zone against NATO/EU expansion.

The scientific article "Azerbaijan's Place in Russia's South Caucasus Policy" states that between 1987 and 1993, the Azerbaijani people once again suffered grave consequences due to the absence of a wise leader capable of implementing a sound national security policy, and that the lack of a correct political line in the implemented policy plunged the country into serious socio-political turmoil.

The Russian Federation, facing the threat of losing its Caspian energy resources and the pipelines that will carry them to the Western market, and gaining a competitor in the global energy market, has shifted its political, economic, and military policy toward Azerbaijan, aiming to maintain the South Caucasus within its sphere of influence. It has supported Armenia's territorial claims to the country by all means, including its military structures, without abandoning the pressure it uses to keep Azerbaijan within the borders of the Commonwealth of Independent States.

After the Second Karabakh War, Azerbaijan began to occupy a more important place in Russia's South Caucasus policy. While Russia sought to protect its position in the region, Azerbaijan managed to increase both its

geopolitical independence and its status as a regional power. The restoration of Azerbaijan's sovereignty over Karabakh and the complete withdrawal of Armenian armed forces by the end of 2023 created both risks and opportunities for cooperation for Moscow. Although Russian peacekeepers entered the region, Azerbaijan retained military-political control, giving them only a technical and transitional role. At the same time, Azerbaijan's growing ties with Turkey and Western structures have confronted Russia with new realities. Baku, basing its foreign policy on the principle of independence, pursues a neutral and pragmatic line in relations with Russia.

As a result, Russia pursues a policy of maintaining control over South Caucasus politics, keeping rivals at bay, and establishing a balance of power with regional powers. Azerbaijan, on the other hand, is trying to use these realities to protect its interests and become a leading actor in the region.

Keywords: South Caucasus, Azerbaijan, Russia, military-political processes, economic potential, mechanisms of balance policy, "Storm in the Caucasus"



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A Volatility Cyclical Index for the US Stocks Indexes

Prof. Dr. Hernán E. GIL FORLEO

Universidad de Buenos Aires

Faculty of Law

hgilforleo@uade.edu.ar

Orcid: 0009-0006-1071-5714

ABSTRACT

In this article we present the results for the Volatility Cyclical Index (CVI) for the US Stock Indexes: DJIA, S&P500 and IXIC between February '17 and November '25. Using the standard cycles method for calculate the time extension and the cyclical component, we continue with the extension of the cyclical component of each phase and estimate the CVI as four phases moving average for the length time. The preliminary results show that the patten of the CVI's is not uniform to all the indexes. For the DJIA the high cyclical volatility is a leader signal, and the low cyclical volatility show that commonly the upswing begins at the short run. Most of the index's up is correlated with the upswing. For the S&P 500, the low cyclical volatilities values is a leadership indicator for the end of the downswing, and the high values is an advance for technical corrections. The CVI for the IXIC shows that low values are coincident with turning points.

Keywords: Volatility Cyclical Index, Business Cycles, US Stock Indexes, Upswing & Downswing, Turning Points.

JEL Code: E32, G10, G17.



The Impact of Molecular and Fusion Cuisine in Turkish Cuisine

Science Expert Rana ŞAT

Balıkesir University

rana_sat_95@hotmail.com

Orcid: 0000-0003-0519-5524

ABSTRACT

Global transformations in gastronomy are leading to traditional culinary cultures being reinterpreted through innovative approaches. Two important dimensions of this transformation are molecular gastronomy and fusion cuisine. Molecular gastronomy creates sensory innovations by applying scientific techniques to the food preparation process, while fusion cuisine brings together cross-cultural flavors to create creative dishes (This, 2006; Vega & Ubbink, 2008). Turkish cuisine, with its extensive historical heritage, rich variety of raw materials, and deep-rooted cooking techniques, provides a fertile ground for the application of these modern approaches. In recent years, these trends have become widespread in fine-dining restaurants, culinary schools, and television programs in Turkey. This study aims to examine the interaction between Turkish cuisine and modern gastronomic trends, revealing the effects of molecular gastronomy and fusion cuisine applications on the sector, culinary culture, and consumer perception. It aims to examine the effects of these applications on the identity, perception, and internationalization of Turkish cuisine. Technological and cultural innovations that have rapidly increased globally in gastronomy over the past 20 years have paved the way for the spread of new cooking techniques, interpretations, and presentation forms in Turkish cuisine. A qualitative research method was adopted in this study; semi-structured interviews were conducted with chefs, academics, and gastronomy students working in different gastronomy centers in Turkey. The findings show that molecular and fusion cuisine practices diversify rather than transform Turkish cuisine, increase its international visibility, but that excessive fusion carries the risk of identity loss. The research emphasizes the importance of using modern techniques in harmony with traditional recipes for sustainable gastronomy.

Keywords: Turkish Cuisine, Molecular Gastronomy, Fusion Cuisine, Gastronomic Innovation, Cultural Heritage.



Insights into *Kappaphycus Alvarezii* for Improving Polymer Flooding in Enhanced Oil Recovery

Ridho ABDILLAH

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
ridho.abdillah8083@gmail.com
Orcid: 0000-0002-1055-5478

Muhammad Taufiq FATHADDIN

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
muh.taufiq@trisakti.ac.id
Orcid: 0000-0003-2351-0292

Andon INSANI

National Research and Innovation Agency (BRIN) of the Republic of Indonesia, Jakarta, Indonesia
andon.insani@brin.go.id
Orcid: 0000-0002-1253-7396

Muhammad Furqon Haryono BIMANTORO

Department of Petroleum Engineering, Faculty of Earth and Energy Technology,
Universitas Trisakti, Jakarta, Indonesia
muhammadfurqon78867@gmail.com
Orcid: 0009-0002-9220-9495

ABSTRACT

Oil production degradation that occurs in mature reservoir has been alarming. This phenomenon is natural, recalling that well influx will gradually decrease in parallel with current total liquid extracted. Enhanced Oil Recovery (EOR) is a technique used to maximize a well's capability to recover additional hydrocarbons. Xanthan gum is one of well-proven polymer used for injection to sweep out the oil trapped inside the reservoir. This study proposed to seek the potential of polymer *Kappaphycus alvarezii* (red seaweed) as an enhancer to boost xanthan gum efficiency. Polymer characterization consists of Wettability, Nuclear Magnetic Resonance (NMR), Scanning Electron Microscopy with Energy Dispersive X-ray (SEM-EDX), and followed by core-flooding test. Wettability shows that the polymer categorized as moderate water wet. NMR shows that GA and D units, which are the main functional group of *Kappaphycus alvarezii* were detected. SEM-EDX tells that the polymer morphology is a type that can be combined with other polymer and contains minerals, i.e. Na, Ca, Mg in certain quantity which affecting the core-flooding results later. Core-flooding results reveal an improvement of Recovery Factor by 6.5%. This experiment proves that an environmentally friendly and cost-effective polymer like *Kappaphycus alvarezii* has a huge potential to improve polymer flooding performance in EOR operations.

Keywords: Enhanced oil recovery, *Kappaphycus alvarezii*, Polymer.



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Geopolitical and Economic Aspects of Transit in Central and Eastern Europe

Ph.D. Przemysław CZERNICKI

University of Siedlce, Institute of Political Science and Public Administration
przemyslaw.czernicki@uws.edu.pl
Orcid: 0000-0002-1184-1556

Ph.D. Bartłomiej SUCHODOLSKI

University of Siedlce, Institute of Political Science and Public Administration
bartlomiej.suchodolski@uws.edu.pl
Orcid: 0000-0002-6033-4825

ABSTRACT

Our presentation will be focused on transit issues in Central and Eastern Europe. We would like to focus on highlighting the geopolitical and economic aspects of this topic.

Communication infrastructure and the functioning of transport and transit corridors (routes) form the foundation of all forms of international economic and non-economic relations. Therefore, it seems crucial to highlight the current role of Central and Eastern Europe as a key space for the flow of people, goods, capital, technology, and ideas between the West and the East. For these reasons, we highlighted the activity of those Central and Eastern European countries that have been trying to capitalize on their geographical location in recent years. The aim of these countries' governments is to improve their geopolitical position. This aligns with the desire to facilitate economic exchange and thus achieve positive economic outcomes.

Examples of such initiatives include the construction of north-south transport corridors such as the Via Carpatia, which improve the region's transport accessibility and enable trade diversification. Furthermore, we highlighted the Baltic Pipe infrastructure project, as its implementation enables the transmission of gas directly from deposits located in Norway to markets in Denmark and Poland, as well as to customers in neighbouring Central and Eastern European countries. Another interesting example of transit in this region is Poland and Lithuania, due to the construction of their own liquefied natural gas transshipment terminals through Poland and Lithuania and their connection to the European gas network.

Keywords: Transit Corridors, Central and Eastern Europe, Transport Infrastructure, Geopolitical Position, Economic Relations, Communication Infrastructure



Civic Co-governance as an Element of Social Resilience Management

PhD Karina GÓRSKA-ROŻEJ

War Studies University, Warsaw, Poland

K.ROZEJ@akademia.mil.pl

Orcid: 0000-0002-6939-762X

ABSTRACT

The contemporary world in which we exist is characterized by pervasive uncertainty, shifting patterns of threats, and a range of challenges of economic, industrial, technological, social, demographic, ecological, and international nature. In this context, the discourse on building a resilient society has gained particular prominence. This raises several questions: What constitutes a resilient society? What are its defining features? What resources does it possess? How does it behave? Providing unequivocal answers to these questions is difficult, as it is impossible, for example, to construct a resilient society within the span of a single year. Every individual, every local community, and authorities at all levels of public administration should recognize that social resilience is built across generations and, above all, from the “bottom up.” What does this mean? A resilient society cannot be created immediately when viewed from the perspective of the entire state. Resilience must first be cultivated at the level of individuals, then within local communities, before one can meaningfully consider strengthening resilience at the national level. What, then, is social resilience? It is primarily the awareness of risks, the capacity for anticipation, preparation for change, adaptability, and the ability to function effectively within a dynamic environment. Based on a decade of research in the field of social resilience management, the author argues that, in contemporary contexts, social resilience should be understood as the capability to prevent threats from emerging in the first place. How can this be achieved? Several key elements enable effective social resilience management: education, civic awareness and responsibility, communication, and citizen co-governance. Citizens, together with authorities at both local and central levels, should cooperate in efforts to build social resilience. An active civil society serves as the first line of response to situations deviating from accepted norms, fostering solidarity, providing assistance, and filling gaps before institutions react. In doing so, it strengthens the community’s ability to adapt, recover, and engage in mutual support, drawing upon social capital and local bonds.

Keywords: Social Resilience, Resilient Society, Community Resilience, Civic Awareness, Resilience Management



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Sustainable Entrepreneurship in Central and Eastern Europe in 2008-2024: Key Determinants and Main Developmental Trends

Magdalena Kowalska

University of Lodz, Department of Enterprise Analysis and Strategy

magdalena.kowalska@uni.lodz.pl

Orcid: 0000-0002-5821-0305

ABSTRACT

Sustainable entrepreneurship encompasses economic activities and initiatives that combine economic goals with social responsibility and environmental protection. Enterprises engaging in such activities strive to generate profits while minimising negative impacts on nature and supporting the development of local communities. The development of sustainable entrepreneurship depends largely on macroeconomic determinants, such as economic stability, economic conditions, inflation, legal regulations, the financial system, and development policy directions, as well as on microeconomic determinants, including the structure of a company's assets, its production profile, financial situation, management competencies, and intellectual and organisational capital. The study aimed to assess the impact of macroeconomic and microeconomic determinants on the development of sustainable entrepreneurship in Central and Eastern European countries from 2008 to 2024. As part of the study, three synthetic indicators were constructed: macroeconomic conditions, microeconomic conditions, and sustainable entrepreneurship. Basic descriptive statistics and indicator trend lines were calculated and interpreted. Next, the relationships between sustainable entrepreneurship and macroeconomic and microeconomic factors were examined using correlation methods (Pearson, Spearman, Gamma, and Kendall's Tau) and econometric models (KMNK and SUR). The analyses revealed statistically significant relationships between the studied variables, varying in strength and direction. The observed effects vary across Central and Eastern European countries. The results highlight the importance of both macroeconomic and microeconomic factors. This variation across countries suggests that the development of sustainable entrepreneurship in the region is strongly dependent on specific local conditions, and an effective strategy requires consideration of both the economic and institutional environments, as well as internal enterprise resources. In summary, the effective development of sustainable entrepreneurship requires consideration of both external macroeconomic conditions and internal enterprise resources and capabilities. Understanding these determinants is very important for researchers, policymakers, and business practitioners who aim to support enterprises in implementing sustainable development strategies and socio-ecological innovations.

Keywords: Sustainable Entrepreneurship, Macroeconomic Determinants, Microeconomic Determinants, Central and Eastern Europe, Economic Sustainability



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The Legal Architecture of Systemic Security: How Law Shapes National and Economic Resilience

PhD Artur LIS

The John Paul II Catholic University of Lublin

artur.lis@kul.pl

Orcid: 0000-0003-4613-0671

ABSTRACT

In my analysis, I argue that systemic security has become a fundamental category of modern governance, reflecting the deepening interdependence of legal, technological, economic, and social structures. In the face of increasingly complex threats - ranging from cyberattacks and hybrid operations to climate-related risks and disruptions of critical infrastructure - the legal system plays a decisive role in shaping both national and economic resilience. This paper examines the legal architecture of systemic security, demonstrating how regulatory frameworks, institutional design, and the rule of law enable states and economies to anticipate, withstand, and adapt to crises. Drawing on contemporary scholarship as well as my own research on systemic resilience and state security, I emphasise that resilience is not a static attribute but an ongoing legal and administrative process supported by adaptive governance, transparency, and multisectoral cooperation. The whole-of-society approach, exemplified by the Finnish model, illustrates how legislation, civic participation, and social trust collectively enhance long-term stability. Legal norms concerning cybersecurity, artificial intelligence in public administration, digital service providers, and the protection of critical infrastructure increasingly determine the capacity of states to mitigate systemic risks. I further argue that legal mechanisms are essential for strengthening cross-sector partnerships between public administration, the private sector, and civil society - an indispensable condition for effective crisis management in the digital age. In this context, law becomes not only a shield against systemic vulnerabilities but also a catalyst for responsible innovation, ensuring that technological development remains aligned with fundamental rights, democratic accountability, and economic continuity. Ultimately, my findings demonstrate that robust and coherent legal frameworks are indispensable for national security and economic stability, as they shape institutional resilience, reinforce the legitimacy of state action, and enable societies to respond coherently to complex and evolving threats.

Keywords: Systemic Security, Legal Frameworks, Systemic Resilience, National security, Economic Resilience, Adaptive Governance



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The Digital Transformation in Healthcare as a Key Driver of Effective Change Management

Professor Joanna Jasińska

Warsaw Medical University of Tadeusz Koźluk

prorektor@wumed.edu.pl

Orcid: 0000-0002-0822-2084

ABSTRACT

The contemporary healthcare sector is undergoing a profound evolution driven by rapid technological advancements. This paper explores the role of digital transformation not merely as a technological upgrade, but as a critical catalyst for effective change management within medical organizations. By analyzing the integration of solutions such as telemedicine, electronic health records (EHR), and artificial intelligence, the study identifies how digitalization forces the re-evaluation of traditional operational models. The author argues that successful digital transformation requires a holistic approach that combines modern IT infrastructure with strategic leadership, addressing organizational culture and staff adaptation. The findings suggest that when treated as a driver of change management, digital tools significantly enhance process efficiency, patient safety, and the overall quality of medical services. Consequently, the presentation emphasizes that the synergy between technology and human-centric management strategies is essential for the sustainable development of modern healthcare institutions.

Keywords: Digital Transformation, Change Management, Healthcare Innovation, E-Health, Organizational Culture, Medical Leadership.



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Pairwise Comparison for Training Mix Program in the Mining Industry in Indonesia

Firdaus BASBETH

Sekolah Tinggi Manajemen PPM
fbs@ppm-manajemen.ac.id
Orcid: 0000-0001-5544-4846

Endah NURAINI

Sekolah Tinggi Manajemen PPM
nun@ppm-manajemen.ac.id
Orcid: 0000-0002-0320-3140

ABSTRACT

the Indonesian mining and quarrying sector contributed around 9.1% to the national Gross Domestic Product (GDP), with the largest contribution coming from minerals and coal. However, major challenges still lie ahead in managing human resources in this sector. The development of modern mining technology, the digitisation of production processes, improved occupational safety standards, and demands for sustainable mining practices require comprehensive improvements in worker competencies. Meanwhile, in various regions, there is still a gap between the competencies of mining workers and the required standards. In this context, training needs analysis (TNA) is a very important first step. The paper intends to address these concerns. This study aims to formulate a product mix of training programs demanded by customers using pairwise comparison from the previous history. The study's conclusions may be used by training provider and cooperative management to improve the method of strategic planning by adopting relevant solutions using pairwise comparison, which is the study's significant contribution.

Keywords: Training Formulation, Pairwise Comparison, Competency Gap, Mining Industri

Müziğin Egzersiz Psikolojisi Üzerindeki Etkileri

Mahdis Moslemi

İstanbul Nişantaşı University
mos_mah@yahoo.com
Orcid: 0009-0008-8825-0253

Asst. Prof. Eda BAYTAŞ

İstanbul Nişantaşı University
eda.baytas@nisantasi.edu.tr
Orcid: 0000-0003-2963-0199

ÖZET

Müzik, egzersiz psikolojisinde motivasyon, keyif, odaklanma ve algılanan zorluk düzeyi gibi temel psikolojik değişkenleri etkileyen güçlü bir düzenleyicidir. Bu derleme, farklı egzersiz bağlamlarında ritim, müzik türü ve sözlü içeriğin etkilerini inceleyen çalışmaların bulgularını tematik olarak değerlendirmiştir. Kanıtlar, motivasyonel müziğin performansı artırabildiğini; sedatif müziğin ise performansı azaltabildiğini göstermektedir. Bireysel tercih ile tür-tempo uyumu, psikofizyolojik tepkileri anlamlı biçimde modüle etmektedir. Tercih edilen müzik, maksimum güç ve güç-dayanıklılık çıktılarında artış ve algılanan zorluğun azalması ile ilişkilidir. İncelenen çalışmalar, müziğin duygusal değeri artırma, algılanan zorlanmayı düşürme ve performansı iyileştirmede etkili olduğunu desteklemektedir. Sonuç olarak müzik, egzersiz deneyimini daha zevkli ve sürdürülebilir kılarken, uygun seçildiğinde motivasyon ve performansı destekleyen uygulanabilir ve düşük maliyetli bir müdahaledir. Klinik ve rekreatif uygulamalarda, branşa ve göreve özgü, tempo-tür-kültürel uygunluğu gözetilen protokoller önerilmektedir. Bununla birlikte, farklı dillerde sözlü müziğin etkilerine ilişkin alandaki bilgi sınırlıdır; bu konuda doğrudan kontrollü deneysel araştırmaların yürütülmesine ihtiyaç vardır.

Anahtar Kelimeler: Egzersiz, Müzik ve performans, Motivasyon, Keyif, Algılanan Zorluk Düzeyi.

The Effects of Music on Exercise Psychology

ABSTRACT

Music functions as a potent regulator within exercise psychology, influencing core psychological constructs such as motivation, enjoyment, attentional focus, and perceived exertion. This review thematically synthesizes findings from studies examining the effects of rhythm, musical genre, and lyrical content across diverse exercise contexts. Converging evidence indicates that motivational music can enhance performance, whereas sedative music may attenuate it. Individual preference and genre-tempo congruence appear to substantially modulate psychophysiological responses. Preferred music is associated with increases in maximal strength and strength-endurance outputs, alongside reductions in perceived exertion. Collectively, the reviewed literature supports the role of music in augmenting affective experience, lowering perceived strain, and improving performance. Accordingly, music constitutes a feasible, low-cost adjunct that can bolster motivation and performance when appropriately selected, while rendering the exercise experience more enjoyable and sustainable. For clinical and recreational practice, discipline- and task-specific protocols that account for tempo, genre, and cultural fit are recommended. Notably, the evidence base concerning the effects of spoken-word lyrics in different languages remains limited; rigorously controlled experimental studies directly addressing this question are warranted.

Keywords: Exercise, Music and Performance, Motivation, Enjoyment, Perceived Exertion Scale.



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OPENING CEREMONY	
Saturday 6 December 2025 9:00-10:00	Opening Speeches <u>Moderator:</u> Prof. Dr. Lamia HAMMAD <u>Speakers:</u> National Anthem of the Republic of Turkiye National Anthem of the Republic of Pakistan Kerim KARADAL, Coordinator Prof. Dr. Shahida Sajjad, Vice Chancellor, Metropolitan University, Karachi Pakistan, Chair Prof. Ir. M. Aman Wirakartakusumah, Rector of IPMI Institute Indonesia, Co-Chair Prof.Dr. Luís Miguel Cardoso, Polytechnic Institute of Portalegre, Portugal Assoc. Prof. Dety Nurfadilah, MBA., CFP., IFP, Director of Research and Community Services, IPMI Institute, Indonesia Prof.Dr. Viktoria Sokolova, Vice-Rector for Scientific and International Activities Alfred Nobel University, Ukraine Prof. Dr. Sergii KHOLOD, Rector of Alfred Nobel University Dnipro, Ukraine, Co-Chair Prof. Dr. Farhod AHROROV, Vice Rector of Samarkand Branch of Tashkent University of Economics, Uzbekistan, Co-Chair Prof. Dr. Ayapbergen TAUBAYEV, Rector of Esil University, Astana, Kazakhstan
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6 December 2025, Saturday

<u>Keynote Speakers Session</u>	
Saturday 6 December 2025 10:00- 11:30	<u>Moderator:</u> Asst. Prof. Dr. Souvik Dasgupta <u>Keynote and Guest Speakers:</u> Prof. Dr. Dewi Puspaningtyas Faeni, MBA, MHT, Professor in Business Management in Universitas Dirgantara Marsekal Suryadarma, Indonesia Mr. Andre Mostert– Kingston University, London Management and Entrepreneurship Bsc Course Director, United Kingdom Prof. Dr. Siham EL-KAFABI, 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 Dr. Ir. Rini Setiati, MT., IPM., Universitas Trisakti USAKTI, Indonesia Dr. Benjamin Morton, JD, The Global Pivot Institute – United States of America
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Research Methods Workshop	
Saturday 6 December 2025 11:30- 12:00	<u>Moderator:</u> Dr. Rey TY, Payap University – Thailand <u>Title:</u> Different Types of Literature Review: Features, Features, Strengths, Weaknesses, and Recommendations
<u>Room</u> <u>Link:</u>	<u>Zoom Meeting Link for Room 1</u>



CEO Congress Zoom Meeting Room 1
6 December 2025, Saturday

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
6 December 2025	12:00-	Moderator	Prof.Dr. Wiwiek Mardawiyah DARYANTO
Session 1	13:30		
1. Global Supply Chain Disruptions and Financial Resilience: A Decade of Evidence from Walmart Inc. (2015-2025) - T Muhd Redha Vahlevi, Wiwiek Mardawiyah DARYANTO, Aulia Rahmadiani PUTRI 2. Insights into Kappaphycus Alvarezii for Improving Polymer Flooding in Enhanced Oil Recovery - Ridho ABDILLAH, Muh. Taufiq FATHADDIN, Andon INSANI 3. Unlocking Infill Opportunities in Mature Steamflood Fields: HPT and Decline Rate Economic Sensitivity, a Case Study in "D" Field - Efrando SIREGAR, Suryo PRAKOSO, BENYAMIN, Widia YANTI 4. Literature Review: Plant-Based Cellulose for Carboxymethyl Cellulose Conversion and Application in Drilling Mud Formulation - Rika Maharani WAROPEN, Dr. Rini SETIATI, Suryo PRAKOSO, Rambun Pamenan KHAIFI, Widia YANTI 5. Effect of Temperature and Precipitation on Price Stability: Global Evidence and the Moderating Role of Monetary Policy - Mohamed SAOU, Taha NAMRI, Idriss El ABBASSI 6. From Awareness to Empowerment: Evaluating Emotional Intelligence Development in Students with Visual Impairment Through Training - Dr. Saira SALEEM, Dr. Fouzia REHMAN, Ghulam Abbas BALOUCH			



12th International CEO Communication, Economics, Organization & Social Sciences Congress

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
6 December 2025 Session 2	13:30- 15:00	Moderator	Assoc. Prof. Dr. Shailja VASUDEVA
1. Analysis of Financial Performance at the Department of Transportation of Asmat Regency Based on the Notes to the Financial Statements - Marietha Tethool, Dr. Nurhastuty Kesumo Wardhani, SE, Ak, M.Si, CA, PhD, Nurhafifah Amalina, Rina Hartanti 2. Marketing and Communication Strategy in the Development of The Halal Food Station: an Operational Approach to Local Sustainability - Dr. Ir. Erwin Susanto Sadirsan, MM., MBA., Dr. Evi Sofia, S.E., MBA, Fiska Kusumawati, S.E., M.BA, Ashylla Faizharana Yuwono, Syalwa Nur Azizah 3. Post-Failure Flow Assurance Evaluation of an Inactive Subsea Pipeline - Reastika ANNA, Muhammad Taufiq Fathaddin, Muhammad Nauval RIZKI, Rifqi Ahmad Bakri, Riko Meidiya PUTRA, Daviq Chandra KOSASI 4. Electrification: Is It the Future of Indonesia's Automotive Industry? A Financial Performance Analysis of PT Astra International Tbk (2020–2024) - Abdul MUKHLIS, Wiwiek Mardawiyah DARYANTO, Ibnu Zandra BACHTIAR 5. The Portfolio Drag Paradox When Volume-Led Growth Becomes Value-Destructive in a Transitioning Energy Market – A Case Study of PT Perusahaan Gas Negara - Risnu ZUHRUFFANI, Wiwiek Mardawiyah DARYANTO, Najwa ALIMAH 6. Accounting Practitioners' Perspectives on the Feasibility, Challenges, and Benefits of Sustainability Reporting in Indonesian MSMEs: A Quantitative Analysis Using the GRI Framework - Dio Erlangga Dwilopa, Zhesica Asih, Sarah Megumi Fatiha, Nurhastuty Kesumo Wardhani, Henik Hari Astuti, Rina Hartanti 7. A Comparative Analysis of Designing Gastronomic Experiences with Artificial Intelligence - Res. Asst. Batuhan Eren ŞEREMETLİ, Science Specialist Rana ŞAT, Prof.Dr. Cevdet AVCIKURT 8. Culinary Diplomacy: Positioning Turkish Cuisine as a Tool of Cultural Foreign Policy - Science Expert Rana ŞAT, Assoc. Prof. Dr. Shailja VASUDEVA			

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
6 December 2025	15:00-17:15	Moderator	Prof. Dr. Shahida SAJJAD
Session 3			
1. Assessing Barriers in Implementing STEM Education in Secondary Schools: Effects on Teachers' Performance – Dr. Samina SALEEM, Prof. Dr. Shahida SAJJAD 2. Empowering Teachers to Take Active Part in Curriculum Development - Dr. Elnur PASHAYEV 3. Low Urban Attractiveness of Edea in Cameroon: An Appraisal of Local Constraints - Phd student Marie Louise Simone NYONKWE NGO NDJEM, Prof. Dr. KOLA Edinam, Prof. Dr. MOUPOU Moise, Prof. Dr. Coffi AHOLOU Cyprien 4. A Qualitative Study for Examining the Role of SEL In Student Well-being in The Primary Schools in Sindh – Dr. Iffat Sultana RIND, Prof. Dr. Shahida SAJJAD 5. General vs. Special Schools: Does Organizational Health Really Shape Teacher Performance? - Tehseen ZAHRA, Prof. Dr. Shahida SAJJAD 6. Local Governance and Citizen Participation in The Development of The City of Edea in The Context of Decentralisation - Phd student Marie Louise Simone NYONKWE NGO NDJEM, Prof. Dr. KOLA Edinam, Prof. Dr. MOUPOU Moise, Prof. Dr. Coffi AHOLOU Cyprien 7. A Ghost in the Machine Has Trust Issues A Survival Guide - Dr. Heather Henderson, Dr. Truman Spring 8. Climate Change and Inflation in the MENA Region: A Panel Threshold Analysis - Taha NAMRI, Mohamed SAOU, Idriss El ABBASSI 9. Social Work for Sustainable Futures: Empowering Communities in Times of Crisis - Ass. Professor Olga Katsiani, Ass. Professor George Filippidis, Ass. Professor Aikaterini Oikonomou 10. Short- and Long-term Changes in the Practice of COVID-19–related Complementary and Alternative Medicine Among Adults in Hejaz Region, Saudi Arabia - Professor Elham ALJAALY, Registered Dietitian Miss Aisha HUSSEIN, Associate Professor Dr. Nahlaa KHALIFA, Teaching Assistant Miss Doaa ALYOUNI 11. GREEN- TECH DIPLOMACY: A Tool for Shared Climate Resilience in Navigating Peace For Sustainable Future - ABARAJITHA R.B 12. Carbon Tax, Energy Transition and CO2 Emissions A Dynamic Panel Data Approach for Northern Africa and Europe - Tarek DRISSI BOUZAI, Said Tounsi			

Meeting Room 1		Zoom Meeting Link for Room 1	
6 December 2025 Session 4	17:15-19:00	Moderator	Sergio Quiroga Mr. Muneeb Aurangzeb
1. Effects of Green Industrialization on Inclusive Growth in Sub Saharan Africa (SSA) - PhD. Can. Rayanguénéwendé Abdoul Kader BOUDA, Prof. Dr. Tibi Didier ZOUNGRANA 2. "Green Voices": Art and Science to Transform the Environmental Issues of the La Ribera Neighborhood - Mgter. Sergio Quiroga, Osvaldo De la Canal, Daniela Gabutti, Romina Olaviaga 3. Breaking boundaries, weaving knowledge: education at the Argentine Cultural Institute - Sergio Quiroga 4. Artificial Intelligence in Strategic Defense Cooperation: Analyzing the Pakistan-Russia Partnership in a Multipolar World - Mr. Muneeb Aurangzeb, Asst. Prof. Dr. Syed Shuja Uddin 5. Languages and Currencies in Francophone Africa: Challenges for Sovereignty, Peace and Sustainable Development - PhD. Candidate Ariane De Crécy KEPEUTAT NKOLLO 6. The Role of Quaid-e-Azam Muhammad Ali Jinnah and Mustafa Kemal Atatürk in Shaping Modern Nation-States: A Comparative Study - Mr. Muhammad SAFDAR 7. Resilience of Smes in Goma Amid Recurrent Regional Conflicts - PhD. Cand. Jocyry BAHOGERGE HAMULI 8. Civic Co-governance as an Element of Social Resilience Management - Ph.D. Karina Górska-Rożej 9. The Digital Transformation in Healthcare as a Key Driver of Effective Change Management - Professor Joanna Jasińska			

Meeting Room 1		Zoom Meeting Link for Room 1		
6 December 2025 Session 5		19:00- 20:30	Moderator	Dr. Mohammad Haseen AHMED Kerim Karadal
1. Digital Transformation and Mobilization of Port Revenues at the Autonomous Port of Douala - Dr. ONGUENE ATEBA Julien Grégoire 2. The Mirage of AI Utopia: Assessing Promises and Pitfalls for Equality in Current and Future Developments - Dr. Mohammad Haseen AHMED 3. Microbiota Modulation as Therapeutic Approach in The Neuropathic Pain in Dog with Spinal Cord Injury: Impact of Polenoplasmin - Major Gheorghe GIURGIU, Lect Dr Cristina FERNOAGA, Prof Dr. med Manole COJOCARU 4. The Environmental Crime in The Context of Public Policies - Mihaela-Corina BUCUR 5. Prevention of Environmental Crime in The Context of Promoting Environmental Education - Mihaela-Corina BUCUR 6. Creation of protected areas in the Sahel region of Africa and social tensions: the case of Ma Mbed-Mbed National Park (Extreme North Cameroon) - Alima Laurent Jonas, Aoudou Doua Sylvain 7. Binary Logistic Regression Model in Predicting the Employability of Senior High School Graduates - Mr. Cromwell F. GOPO 8. Sustainable Entrepreneurship in Central and Eastern Europe in 2008-2024: Key Determinants and Main Developmental Trends - Ph.D. Magdalena Kowalska				

CEO Congress Zoom Meeting Room 1
7 December 2025, Sunday

Meeting Room 1		<u>Zoom Meeting Link for Room 1</u>	
7 December 2025	08:00-	Moderator	Prof. Dr. Wiwiek M Daryanto
Session 6	10:00		Yulita F Susanti, PhD
1. Financial Performance of Consumer-Branded Packaged Food Industry in Indonesia under Pandemic Normalization and Global Food Crisis - Valencia KAM, Wiwiek Mardawiyah DARYANTO, Azahran Atras Arfie SYAM 2. Financial Restructuring and Deleveraging Strategy of PT Dayamitra Telekomunikasi Tbk (Mitratel): A Study on Financial Performance during Infrastructure Expansion in Indonesia - Canrijon LIMBONG, Wiwiek Mardawiyah DARYANTO, Nadya Zulfa NAFIS 3. Assessing the Financial Resilience of PT Adhi Karya (ADHI) through Z-Score Dynamics in the 2020-2024 Period Prior to a Merger with Another State-Owned Construction Company - Danang Arief NUGROHO, Wiwiek Mardawiyah DARYANTO, Nayla Rasti ERMAWAN 4. Financial Health Analysis of PT FKS Food Sejahtera Tbk using DuPont System Analysis and Altman Z-Score in the period of 2021-2024 - Josephin Johana Christie KALENGKONGAN, Wiwiek Mardawiyah DARYANTO, Sefriana LOPO 5. Financial Performance Evaluation of PT Charoen Pokphand Tbk Using Financial Ratio Analysis from 2020 to 2024 - Muhammad Indra Chaidir, Wiwiek Mardawiyah DARYANTO, Randy Alaric JUREMI 6. Ratio Repair at a Flag Carrier: Financial Ratio Dynamics of Garuda Indonesia (2020–2025) and the Pro Forma Effect of Danantara’s November 12, 2025 Capital Injection - Ihsan Fauzi RAHMAN, Wiwiek Mardawiyah DARYANTO, Melani Halena TAMONOB 7. Altman Z-Score Analysis and Evaluation of Construction Company PT Wijaya Karya Indonesia: Evidence of Financial Health During the President Jokowi Era - Wiwiek M DARYANTO, Dian Utami WULANINGSIH, Laila Adinda SAFITRI, Liana Mega Ristyani BEKTI, Samuel PD ANANTADJAYA 8. Financial Performance Evaluation of PT Telkom Indonesia (Persero) Tbk Using Financial Ratio Analysis from 2020 to 2024 - Ary HARTONO, Wiwiek Mardawiyah DARYANTO, Philip IMMANUEL 9. Financial Performance Analysis of Pt Sumber Alfaria Trijaya Tbk (Alfamart) Using Financial Ratio Approach During 2020–2024 = Fatan Mubarak IMRON, Wiwiek Mardawiyah DARYANTO, Galih Gerhana 10. Assessing the Financial Performance and Strategic Integration of GoTo Group Post-Merger (2021–2025) - Fatih Muzaki IMRON, Wiwiek Mardawiyah DARYANTO, Helda Valentina SORONGAN			

Meeting Room 1	<u>Zoom Meeting Link for Room 1</u>		
7 December 2025 <u>Session 7</u>	10:00-12:00	Moderator	Dr. Firdaus BASBETH Dr. Liena Prajogi
1. Depo Bangunan vs. Mitra10: A Competitive Positioning Study in Indonesia's Retail Building Materials Market - Alyssa RUSTAM, Mariana Ardhyani PERMATASARI, Siti Aliza NURJANAH, Zahroh YUSUF, Dr. Firdaus BASBETH 2. Financial Performance Analysis of PT. Asta Otoparts Tbk. during the Emerging of Electric Vehicle (EV) in Indonesia using Altman Z-Score Model - Jonathan Wijaya, Wiwiek Daryanto, Daffa Arindra PUTRA 3. The Role of Business Incubator Ecosystems in Strengthening MSME Sustainability within the SDGs Framework – Liena Prajogi, Bernadetta Kwintiana Ane, M Rezki Oktavianoor, Yuary Farradia, Arief Novisto, Dewi Melati 4. Financial Healthiness Analysis and Evaluation of Buku IV Private and State-Owned Banks Before and During the Covid-19 Pandemic - Haffian Nurasyid, Wiwiek Mardawiyah Daryanto 5. Analysis of Financial Distress using the Altman Z-Score to evaluate the Financial Performance of PT Wijaya Karya (Persero), Tbk for the Period 2020 – 2024 - Rubiyati Inayah, Wiwiek Daryanto, Ammara Rania PANE 6. Geopolitical and Economic Aspects of Transit in Central and Eastern Europe - Ph.D. Przemysław Czernicki; Ph.D. Bartłomiej Suchodolski			

Meeting Room 1	<u>Zoom Meeting Link for Room 1</u>		
7 December 2025 <u>Session 8</u>	12:00-14:00	Moderator	Dr. Melinda Malau Dr. Rini SETIATI
1. Analysis of Multidimensional Poverty in Cameroon: An Approach Using The MPI - Dr. Jean Faustin KAFFO, Mr. Donald BANHORO BAYO 2. Intention to Adopt Digital Banking Application With The Moderating Role of Financial Technology Application Usage - Ayu Lestari, Prof. Ir. H. M. Roy Sembel, MBA., Ph.D., CSA., CIB., CIIM, Dr. Melinda Malau, SE., MM., CPA., CBV., CFRM., CFA 3. Trends and Dynamics in FMCG Packaging Design: Systematic Literature Review 2005–2025 - Harris EFFENDI, Dida NURHAIDA, Fajar REZANDI 4. Identifying Internal Factors of Handbag Product Quality Based on the Perceived Quality Among Manufacturing Workers - Ardiyo Sastrosatomo, Prof. Ir. H. M. Roy Sembel, MBA., Ph.D., CSA., CIB., CIIM, Dr. Melinda Malau, SE., MM., CPA., CBV., CFRM., CFA 5. Evaluation of Surfactant Concentration and Salinity Variations on Phase Behavior for Light Crude Oil 48°API in Chemical EOR Applications - Raden Fadli Triatmaja, Dr. Rini Setiati, Arinda Ristawati, Randa OKTARIO, Widia Yanti 6. Phase Behavior with Salinity Levels of 10.000 and 5.000 ppm, Using MES Surfactant with 48° API oil on Laboratory - Randa Oktario, Dr. Rini Setiati, Muhammad Furqon Haryono Bimantoro, Raden Fadli Triatmaja, Widia YANTI 7. Navigating the Future in Petroleum Engineering Especially Enhanced Oil Recovery (EOR): Latest Innovations in Communication, Economy and Community - Dr. Rini SETIATI 8. Customer Experience as the Key to Digital Entrepreneur Success – Tamamudin, Mochamad Yusuf 9. Evaluation and Optimization of Volumetric Efficiency of Hydraulic Pumping Unit at Wells R33, P-22, and K-30, BUN Field - Rambun Pamenan KHAIFI, Muhammad Taufiq FATHADDIN, Dwi Atty MARDIANA, Rika Maharani WAROPEN, Widia YANTI 10. Evaluation of Bypassed Zone Potential in 15 Wells of the SSN Field - Nur Esti PERMATASARI, Dr. Rini SETIATI, Suryo PRAKOSO, Widia YANTI			

Meeting Room 1		Zoom Meeting Link for Room 1	
7 December 2025 Session 9	14:00- 15:30	Moderator	Dr. Souvik Dasgupta Prof.Dr. Dewi Puspaningtyas Faeni
1. Measuring Mitra Adiperkasa Active TBK Financial Performance during COVID-19 using DuPont Analysis - Ivan Gianetti WIRAKARTAKUSUMAH, Wiwiek Mardawiyah DARYANTO, Patmaningrum Tri UTAMI 2. Measuring Financial Performance of PT Bukit Asam Tbk During Declining Export Demand & Global Headwinds - Ferdinan SIHOMBING, Wiwiek Mardawiyah DARYANTO, Jerry the NALLEY 3. Assessing the Financial Stability and Strategic Resilience of PT Anabatic Technologies Tbk amid Indonesia's Digital Transformation (2020–2024) - Joshua PRADANA, Wiwiek Mardawiyah DARYANTO, Farid AHMAD 4. Assessing the Impact of the COVID-19 Pandemic on the Financial Performance of PT Samudera Indonesia - Adnan Garry KURNIAWAN, Wiwiek Mardawiyah DARYANTO, Monica Christine SIMANJUNTAK 5. The Influence of Knowledge Management, Social Capital, and Absorptive Capacity on Employee Performance - William Sondra, Galih Satrio Aribowo, Janjan Achnihadian, Rony Aspani, Petty Herawati Pasaribu, Prof.Dr. Dewi Puspaningtyas Faeni 6. The Relationship Between Learning Agility, Competency Exploration, And Training and Development on Employee Performance Is Mediated Organizational Commitment - Dewi Sri Wulandari, Shinta Kusumastuti, Muhamad Endra Firmansyah, Rija Ramdhani, Prof.Dr. Dewi Puspaningtyas Faeni 7. The Influence of Workload, Burnout and Autocratic Leadership on Employee Performance Mediated by Work Life Balance - Agung Setyawan, Prof.Dr. Dewi Puspaningtyas Faeni 8. Implementation of Green Human Resource Management: Strategy Analysis in Integrating Work Environment Principles to Employs Performance Moderated by Policies - Edward Bayu Saputra, Sabto Kironowati, Tony Ibrahim, Prof.Dr. Dewi Puspaningtyas Faeni			

Meeting Room 1		Zoom Meeting Link for Room 1	
7 December 2025 Session 10	15:30- 16:30	Moderator	Kerim Karadal
1. Green Innovation, Inequality and Environmental Outcomes: Thresholds and Trade-offs in the Transition to Low-Carbon Technologies - Mohsen Mohammadi Khyareh 2. Transdisciplinary Governance for Integrated Sustainability: Closing the Policy-Implementation Gap through Community-Centred Institutional Design- Mohsen Mohammadi Khyareh 3. Impact Assessment of Fiscal Policy on Employment in Morocco : A Computable General Equilibrium (CGE) Model Analysis - Mrs. Soukayna BOUIJIL, Professor. Abdelouahab MAAROUF 4. "Leveraging Constraints for Growth: Frugal Innovation as the Strategic Imperative for Organizational Cost-Efficiency - MANESSOUB Chaymae, ZEMZAMI Imane 5. Enhancing Doctoral Supervision Practices in Ethiopian Public Universities through ePortfolios - Assoc. Prof. Dr. Berhanu ABERA 6. The Legal Architecture of Systemic Security: How Law Shapes National and Economic Resilience - Ph.D. Artur Lis 7. Peacebuilding after Karabakh Conflict: A Human Security Perspective - Aygun GURBANOVA			

CEO Congress Zoom Meeting Room 2
6 December 2025, Saturday

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
6 December 2025	12:00-	Moderator	Prof. Dr. Necla MORA
Session 1	13:30		Dr. Gizem ÖZGÜREL
1. Oğuz Türkçesinde Fiilimsiler: Özbekistan Oğuz Ağızları ve Standart Oğuz Dillerinde Sıfat-Fiil ve Zarf-Fiiller Üzerine Bağımlılık Grameri Yaklaşımı – PhD. Cand. Nargız GARAYEVA, PhD. Cand. Pulat MAMATKULOV 2. Nuri Demirağ'ın Girişimcilik Modeli: Tarihsel Perspektiften Günümüze Yetkinlik Analizi - Doç. Dr. Gülbeniz AKDUMAN, Araştırma Görevlisi Ahmet Burak ARABACI, Münevver Elif İLHAN, Emirhan CEYLAN, Muhammed Mekin AKBABA 3. Örgütsel ve Yönetmelik Bağlamda Yapay Zekâ Farkındalığına İlişkin Bibliyometrik Bir Analiz - Dr.Öğr.Üyesi Mecbure ASLAN TEKE 4. Dijital Müşteri Dönütlerinin Marka Kimliği–Marka İmajı Uyumu Açısından Analizi 1774 Kazdağları Otelİ Örneği - Hakkı Kerem KARABULUT, Doç. Dr. Gizem ÖZGÜREL 5. Teknolojik Gelişmişlik, Gelir Eşitsizliği ve Eğitimin Tamponlama Rolü: G-20 Ülkeleri Üzerine Panel Veri Analizi - Dr. Yunus İkiz 6. Üniversite Öğrencilerinin Kişilik Özelliklerine Göre Meslek Seçimi ve Geleceğe Yönelik Tutumları- Selin Doğan, Dr. Öğr. Üyesi Yusuf YILDIRIM 7. Toplumsal Şiddet ve Saldırganlığın Sosyolojik Analizi: Normatif Çöküş, Kültürel Çatışma ve Yapısal Dinamikler - Prof. Dr. Necla MORA			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
6 December 2025	13:30-	Moderator	Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI
Session 2	15:30		Dr .Öğretim Üyesi Serap İnceöz
1. Sürdürülebilir Turizm Kapsamında Bir Eko-Turizm Örneği: Sivas-Şuğul Vadisi - Dr .Öğretim Üyesi Serap İnceöz 2. Gelenekten Günümüze Mersin Yörük Kültüründe Gıda Pratiklerinin Sosyokültürel Analizi - Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI, Sedef SEVİM 3. Sosyal Psikoloji Perspektifinden Pazarlama Stratejileri: Kavramsal Bir Çerçeve - Kader GÜLSEVER, Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI 4. Yerel Kimlikten Küresel Pazara: Mersin İlinde Coğrafi İşaretler - Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI, Sevgi KARA 5. Göçebe Kültürden Turistik Deneyime: Yörük Kimliğinin Turizmdeki Rolü - Assoc. Prof. Dr. İnci ERDOĞAN TARAKÇI, Sevgi KARA 6. Endüstriyel Miras Kapsamında Divriği'nin Turizm Potansiyeli - Dr. Öğr. Üyesi. Figen ARSLAN KOÇKAYA 7. Yalnız Seyahat Eden Kadınların Seyahat Motivasyonları, Seyahat Kısıtları ve Seyahat Deneyimleri: Nevşehir İli Örneği - Hasene Nur GÖK, Prof. Dr. Şule AYDIN 8. Turizm Eğitimi Alan Öğrencilerin Turizmde Dijitalleşme Hakkında Görüşlerinin Tespit Edilmesi: Balıkesir Üniversitesi Örneği - Ayşegül DEMİR, Ayşegül TEKİN, Arş. Gör. Beste DEMİR 9. Tabağın Hafızası: Mutfak Sanatlarında Gastronomik Miras Kavramı Üzerine İnceleme - Şeyma Nur İYİLİKLİ, Prof.Dr.Nilüfer ŞAHİN PERÇİN 10. Türkiye’de Taksitli Perakende Alışveriş Pratiğinin Doğuşu ve Kurumsallaşma Süreci: Cem Boyner Örneğinde Kurumsal Girişimcilik Analizi - Serhat ADEMOĞLU 11. Müziğin Egzersiz Psikolojisi Üzerindeki Etkileri - Mahdis Moslemi, Asst. Prof. Eda BAYTAŞ			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
6 December 2025 Session 3	15:30- 17:30	Moderator	Prof. Dr. Remzi ALTUNIŞIK Doç. Dr. Hülya ER
1. Finansal Yapay Zeka Modellerinin Kredi Risk Yönetimine Etkisi - Dr. Gülçin ADIYAMAN 2. Kurumsal Yönetimde Risk Yönetimi Uygulamalarının Finansal Performans Üzerine Etkisi: Otomotiv Sektöründe Bir Araştırma - Sunay Eser, Dr. Öğr. Üyesi M. Adil Salepçioğlu 3. Türkiye’de Bankacılık Sektöründe Yeşil Tahvil ve Sürdürülebilir Finans Uygulamalarının İncelenmesi - Doç. Dr. Hülya ER, Prof. Dr. Remzi ALTUNIŞIK 4. Piyasa Başarısızlıkları ve Devlet Müdahalesi: Kaynak Dağılımında Etkinlik ve Ekonomik İstikrar Sorunları - Dr. Öğrt. Üyesi Sevim AKGÜL 5. Muhasebede E-Dönüşüm Uygulamaları ve E-Dönüşümün Hata ve Hilelerin Önlenmesindeki Etkisi: Bursa İli Örneği - Merve TEMOÇİN 6. Türkiye Türkçesi ve Azerbaycan Türkçesinde Zarf-Fiiller ve Cümle İçindeki İşlevi - YL Sayalı HASANZADE 7. Siyasal Modernleşmenin Teorik Yönleri ve Azerbaycan Cumhuriyeti’ndeki Özellikleri - Prof. Dr. Sevil MAMMADOVA 8. Rusya’nın Güney Kafkasya Politikasında Azerbaycan’ın Yeri – Assoc. Prof. Dr. İlhama OMAROVA 9. TRX Süspansiyon Antrenmanının Nörolojik Rehabilitasyonda Hareketlilik ve Kas Kontrolünü Desteklemesi - Mahdis Moslemi 10. Azerbaycan Cumhuriyeti'nin Askeri Alanda Uluslararası İşbirliği İlişkilerinin Mevcut Durumu ve Beklentileri - Gülare BAĞIROVA			

CEO Congress Zoom Meeting Room 2

7 December 2025, Sunday

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
7 December 2025 Session 4	08:00-9:30	Moderator	Assoc.Prof. Dr. Kamil ÇOŞTU Assoc. Prof. Dr. Aysel ARSLAN
1. Gelenekten Dijitale Dini Terbiye Süreçleri - Assoc. Prof. Dr. Kamil ÇOŞTU, Mukaddes Merve ŞAHİN 2. Din Görevlerince Kaleme Alınan Hatıratlara Dair Bazı Değerlendirmeler - Assoc.Prof. Dr. Kamil ÇOŞTU, Mukaddes Merve ŞAHİN, Muhammed Fatih UZAN 3. Evrensel Adalet ve Devlet Düzeni - Nihat ÇELİKTAŞ 4. Müşteri Güveninin Zedelenmesi: Solmuş Poster Metaforu - Assoc. Prof. Dr. Aysel ARSLAN 5. Köklerden Gelen Değerler: Ahilik ve İş Ahlakı Üzerine Sistematik Bir İnceleme - Dr. Öğr. Üyesi Neşe SALİK ATA 6. Dijital İyi Oluş Alanındaki Yayınların VOSviewer ile İncelenmesi - Dr. Öğr. Üyesi Şerife KARAGÖZ, Dr. Öğr. Üyesi Fatma Yılmaz, Dr. Öğr. Üyesi Nihal Arıcan KAYGUSUZ 7. Algoritmik Vergi Uygulaması ve Yapay Zekâ Tabanlı Risk Skorlaması: Türkiye'nin Kurgan Sistemine Eleştirel Bir Değerlendirme - Dr. Assistant Professor Salahattin ALTUNDAĞ			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
7 December 2025 Session 5	9:30-11:00	Moderator	Prof. Dr. İnan ERYILMAZ Assist. Prof. Dr. Tugay ÖNEY
1. İnovasyon İçin Yaratıcılık - Lecturer Doctor, Emin Ergun Selçuk 2. Kamu Yönetiminde Dijital Dönüşüm: Yapay Zekâ ve Büyük Verinin Rolü ve Etkileri - Prof. Dr. Serdar Kenan GÜL, Kübra Aysima YAZKAN 3. Avrupa Birliği'nin Türkiye'de Kamu Yönetimi Reformlarına Hukuki Etkisi - Prof. Dr. Serdar Kenan GÜL, Sinem Nur MÜTEVELLİ 4. Yeşil Girişimcilik Öz Yeterliliği: Otel Çalışanları Üzerine Bir Araştırma - Mustafa Tamer TAŞKIN, Prof. Dr. Işıl ARIKAN SALTİK 5. Girişim Girişimcilik ve Sürdürülebilirlik Sözcükleri Üzerine - Dr. Mukadder GÜNERİ 6. 2050 Sürdürülebilir Havacılık Hedefleri Doğrultusunda Pegasus Hava Yolları'nın Kurumsal Dönüşümü: Sürdürülebilirlik Raporları Temelli Bir İnceleme - Assist. Prof. Dr. Tugay ÖNEY, Research Assistant İhsan Emrecan ŞAHİN 7. Havaalanı Operasyonlarında İnsan ve Sistem Hatalarının Ortak Analizi: FMEA-HFACS Bütünleşik Modeli - Prof. Dr. İnan ERYILMAZ, Dr. Nusret ERCEYLAN 8. Avrupa Birliği Ülkelerinde Çevre Kirliliği Bağlamında Havacılık Kuznets Eğrisi Hipotezinin Analizi - Sümeyye YAVUZ, Prof. Dr. Alper ASLAN 9. Moda Tasarım gelişimi, Moda Trendleri ve Toplumun Gelir Seviyeleri Arasındaki İlişki: Bir Analiz - Alireza Moslemi			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
7 December 2025 Session 6	11:00-12:30	Moderator	Dr. Sümeyye GÖKÇENOĞLU Aygun GURBANOVA
1. Contemporary Manifestations of Islamophobia in Western Countries - Bakhtiyar NAJAFLI 2. The Second Karabakh War: Successes in the Military, Diplomatic, and Information Spheres - Pərvin İbrahimova 3. Information Security in Contemporary Conflicts: Ensuring Peace and Resilience in Interconnected Global Systems - Ahmadova Shafag Firudin 4. Recent Regulatory Developments in European Union Health Legislation - Dr Sümeyye GÖKÇENOĞLU 5. Social Media Anxiety Among University Students - Tülay ŞAHİN, Erdinç BALLI 6. Teaching American Literature in Secondary Schools: Comparative Perspectives with Azerbaijani Prose - Arif Alim Asadov, Dr.			

Meeting Room 2	<u>Zoom Meeting Link for Room 2</u>		
7 December 2025 Session 7	12:30-14:00	Moderator	Prof. Dr. Mehmet Nuri GÖMLEKSİZ Dr. Dilara YILMAZ
1. Alignment Between Aviation Graduates and Industry Demands Implications for Human Resource Strategy - Elif Çağla AYDEMİR, Süleyman Nur Baki KÖRLÜ, Doç. Dr. Didem RODOPLU ŞAHİN 2. Pre-School Teacher Candidates' Views on Coding Education in Early Childhood - Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Res. Asst. Zehra AL 3. Perspectives of Pre-school Candidate Teachers on Nature-Based Education - Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Res. Asst. Zehra AL 4. Evaluating Digitalization in the Context of Enterprise Risk Management at Airports - Lecturer, Ph.D. Ümmühan Beste YILDIRIM 5. Examining the Relationship Between Academic Procrastination and Exam and General Anxiety Levels in Tourism Guide Students - Assistant Professor Arzu BALIKOĞLU, Kaan GÜREL 6. Assessing The Impact of Sustainability Performance on Firm Performance: A Literature Review - Research Assistant. Dr. Ayşe KAYA, Dr. Dilara YILMAZ 7. The Impact of Molecular and Fusion Cuisine in Turkish Cuisine - Science Expert Rana ŞAT			



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Meeting Room 1	<u>Zoom Meeting Link for Room 1</u>		
<u>7 December 2025</u> <u>Closing Session</u>	16.30- 17.00	Moderator	Prof.Dr. Wiwiek Mardawiyah DARYANTO Prof. Dr. Şevki ÖZGENER Prof. Lamia Hammad
Closing Session All congress participants are required to attend this session. The best paper award will be given.			

PS.: The technical team will assist you during online presentations.

Technical Team;

Mr. Muhammad SAFDAR

Mr. Muneeb Aurang

Mr. Lawrence Walambuka