CEO international congress

COMMUNICATION ECONOMICS ORGANIZATION

6-7 June 2026- New Delhi, India

13th ABSTRACT BOOK

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EDITOR

Prof.Dr. Teena Singh

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International CEO

(Communication, Economics, Organization)

Social Sciences Congress

ABSTRACT E-BOOK

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Social Sciences Congress

Presentation

We are delighted to introduce **New Delhi Institute of Management in India (Host University for 13th CEO Congress),** College of Vocational Studies University of Delhi, Metropolitan University Karachi, Polytechnic Institute of Portalegre, Ghazi University, Esil University, Mardin Artuklu 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 and Trisakti University served as the vehicle of dissemination for a showpiece of articles at the **International CEO** (**C**ommunication, **E**conomics, **O**rganization) **Social Sciences Congress** (**CEO SSC 2026, New Delhi, India**) that was held on **6-7 June 2026**. 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.

2026 Int. CEO Congress takes place with the participation and contributions of **167 academics from 33 countries: Albania, Algeria, Argentina, Azerbaijan, Burkina Faso, Cameroun, Canada, Chile, Greece, France, Indiana, Indiana, Iran, Kazakistan, New Zelanda, Pakistan, Poland, Portugal, Romania, Russia, Saudi Arabia, South Africa, Spain, Thailand, Türkiye, Togo, TRNC, Ukraine, Tunusian, United Kingdom, United States of America, Uzbekistan.**

It is a great privilege for us to present the Abstract Book of **CEO SSC 2026** 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 **167 national and international attendees** to enliven a constellation of contributions. **120** papers were presented and are included in this book. **85** papers of the **120** papers approved and presented at the congress are outside of Türkiye. **70% 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. Some 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 Haziran 2026 tarihlerinde "**13. Uluslararası CEO İletişim, Ekonomi ve Organizasyon Sosyal Bilimler Kongresi**" **Hindistan'da New Delhi Institute of Management ev** sahipliğinde College of Vocational Studies University of Delhi, Metropolitan University Karachi, Polytechnic Institute of Portalegre, Ghazi University, Esil University, Mardin Artuklu Üniversitesi, 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 yayıncılık, Insec, CEO Tekmer, Ostim Teknik Üniversitesi and Trisakti University iş birliği ile düzenlenmiştir.

13. CEO Kongre'de, ***Arnavutluk, Cezayir, Arjantin, Azerbaycan, Burkina Faso, Kamerun, Kanada, Şili, Almanya, Fransa, Indiana, İran, Kazakistan, Yeni Zelanda, Pakistan, Polonya, Portekiz, Romanya, Rusya, Suudi Arabistan, Güney Afrika, İspanya, Tayland, Togo, Türkiye, KKTC, Ukrayna, Tunus, Birleşik Krallık, Amerika Birleşik Devletleri, Özbekistan*** gibi **33 ülkeden ve 103** kurum/üniversiteden **167 akademisyen** tarafından hazırlanan **120 bildiri** sunulmuştur ve bu kitapta yer almıştır.

13. CEO Kongre'ye 141 bildiri özeti gönderilmiş, editör ve hakem süreçlerinden sonra bunlardan **125** tanesi sözlü sunuma kabul edilmiş, ancak **19 oturumda 120 bildirinin sunumu** gerçekleşmiştir. Sunulan bildiriler, **978-625-96723-7-3** ISBN'li bu e kitapta yayımlanmaktadır. Belirtilen tarihe kadar **kongre sitesine yüklenen tam metin bildiriler** ise, **yazarın tercihine, editör ve hakemlerin değerlendirmelerine göre** tam metin bildiri kitabında **bildiri** olarak, edit kitapta **kitap bölümü** olarak veya web sitesinde belirtilen dergilerde **makale** olarak yayımlanma fırsatına sahiptir. Yazarlar, tercihleri ile ilgili çalışmasının tam metnini **ceocongress.info@gmail.com** adresine mutlaka göndermelilerdir. Bilgi verilmediği takdirde tam metin kitabında yayımlanacaktır.

Kongrede sunulan **120** bilidirinin **35'i** Türkiye ve **85'i** yurt dışındandır. Yayınlanan **bildirilerin %70'i Türkiye dışındandır. Önceki Uluslararası CEO Kongre'lerde olduğu gibi 13. Uluslararası CEO Kongre'de de bildiri özet kitabında yabancı oranı %50'den fazladır.**

Onaylı ve yayınlanan **120 bildiriden ikisi Türkiye'den ve ikisi yurt dışından olmak üzere dört 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 2026 India** by donating some of their time. It is these people who make our work possible and have been a great help. We would like to say a special THANK YOU for all those listed below.

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- Examining The Impact of AI-Powered Chatbots on Customer Satisfaction and Trust in Online Food Delivery Platforms in Delhi-NCR - **Dr. Aakanksha Nirala, Dr. Navodita Chaudhary (India)**
- Integrating AI and Human Capital in Strategic Green Marketing and Green Supply Chain Management Systems for Indonesian SMEs Sustainability - **Yuary FARRADİA, Liena PRAJOGİ, Chairul HAMDANİ, Restu WİDİATİ, Elfina MAULİ (Indonesia)**

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A Love Letter to America: Bad Bunny Super Bowl Halftime Show—A Decolonial Political-Economy Spectacle

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ABSTRACT

This article examines the Super Bowl Halftime Show of Bad Bunny as a cultural-political spectacle. The pop-music extravaganza negotiates authenticity and resistance of marginalized identities and commodification under the dominant media. Questions raised were the following: What ideologies are embedded in the performance? Why does Bad Bunny have global appeal? What cultural forms structure the performance? Why are passions mobilized? How did the show impact society, in short, did it lead to consent or dissent?

Dialectical aesthetics, authenticity, bad faith, hegemony, and semiotics guided this investigation of popular culture. This qualitative study utilized political economy and semiotics as the umbrella framework of analysis.

Findings revealed the following. The songs encode class struggle, anti-colonialism, national liberation, gender fluidity, and intersectional identity politics. Apollonian construct and Dionysian passion fused to generate engagement and to mainstream diversity and decenter Anglophone cultural hegemony. Hispanophone performance was a counter-hegemonic act where English is the hegemonic language. Audience reaction portrayed the tension between authentic acceptance and bad-faith rejection. This show served as an aesthetic-political ritual in which the dominant media enable and constrain cultural authenticity. Overall, it was a safe dissent.

Super Bowl is in the business of making money. Emotional resonance, liberal diversity narratives, platform capitalism, and amplification of algorithms drive the popularity of Bad Bunny. Impacts were increased awareness of colonial conditions, exposure to Latin cultures, and the invigorated pride of people from Canada to South America.

There are cultural, political-economic, and decolonial implications of this Super Bowl Halftime Show of Bad Bunny. Pop music here functions as a field of contradictions. The performance of Latinidad was a counter-hegemonic affirmation expression and commodified hegemonic absorption at the same time. Structural inequalities rooted in colonialism were exposed, though in fun, non-threatening, seemingly innocent songs and dances. Cooptation and decolonial empowerment occurred simultaneously. Recommendations include decolonial pedagogy, critical popular culture literacy, and policy emphasis on all-around equity.

Keywords: Authenticity, Bad Bunny, Decolonial Cultural Criticism and Studies, Hegemony, Political Economy, Popular Culture, Semiotic Analysis, Super Bowl Halftime Show

The Alien Intelligence Problem: Distributed Cognition, Non-Human Minds, and the Future of Human–AI Coexistence

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ABSTRACT

As artificial intelligence becomes embedded across economic, social, and organizational systems, a fundamental question emerges: what does it mean for intelligence to be "alien" while still being of this world? This paper draws on an interdisciplinary framework spanning cephalopod neuroscience, evolutionary genomics, and AI interpretability research to argue that human cognition represents only one solution among many to the problem of adaptive intelligence—and that this diversity carries profound implications for how societies, institutions, and organizations navigate their relationship with AI. Through three parallel case studies, this paper demonstrates that the assumption of human cognitive supremacy is empirically untenable. First, Octopus vulgaris and related cephalopods exhibit a radically distributed neural architecture in which approximately two-thirds of 500 million neurons reside in semi-autonomous arms capable of independent problem-solving (Carls-Diamante, 2022). Their parallel skin-based visual computation, operating without centralized control (Guidetti et al., 2021), serves as a biological proof-of-concept for non-hierarchical intelligence. Second, population genomic evidence demonstrates that Homo sapiens carries 1–4% Neanderthal DNA (Skov et al., 2020), reflecting not conquest but cognitive absorption—a precedent for how a technologically sophisticated intelligence can be genetically diluted into a minority influence within a successor system, with downstream effects both adaptive and pathological (McArthur et al., 2021). Third, large language models and other neural network architectures exhibit emergent reasoning patterns that remain opaque even to their designers, challenging the foundational assumption that creation confers comprehension (Lipton, 2018; Buckner, 2023). Together, these three cases constitute what this paper terms the "intelligence diversity problem": the systematic underestimation of how varied, distributed, and functionally alien non-human intelligence can be—even when it shares our planet, our evolutionary lineage, or our training data. The paper further engages Kurzweil's singularity thesis (2024), arguing that technological convergence may already be occurring incrementally through cultural and institutional integration rather than awaiting a discrete threshold event. The implications for global governance, organizational design, educational policy, and the ethics of intelligence coexistence are examined, with particular attention to the Neanderthal absorption model as a cautionary analogy for human cognitive displacement.

Keywords: Alien Intelligence; Distributed Cognition; Octopus Neuroscience; Neanderthal Genomics; AI Interpretability; Human-AI Coexistence; Intelligence Diversity; Technological Singularity; Emergent Behavior; Comparative Cognition

Nature-Based Solutions for Clean Water Crisis Mitigation: Opportunities for Sustainable Entrepreneurship

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ABSTRACT

The Serayu Watershed is one of the critical watersheds in Central Java, particularly in Purbalingga Regency, which frequently faces flooding during the rainy season. These events often cause damage to infrastructure and agricultural land. The urgency of this research is to understand the distribution of floods and optimal nature-based solution modeling in the downstream of the Serayu River. This study aims to produce a flood hazard potential map in the downstream area of the Serayu River and the villages affected by flooding. Assesing the suitability of nature based solutions for flood risk reduction is strongly aligned with Universitas Trisakti's 2020–2030 Research Roadmap, particularly within the domains of Green Urban Environment, Green Healthy Life, Green Society, and Green Engineering Technology. The research methods include literature review, spatial analysis of potential locations for NBS implementation (such as watersheds), and evaluation of the effectiveness of various forms of NBS such as constructed wetlands, biofiltration systems. This research contributes to the sustainable development goals (SDGs 6 and 13). The outcomes of the research are international journal publications, intellectual property rights.
Keywords: Flood, Watershed, Nature Based Solution, Water Crisis, Suitability

Takipteki Tarımsal Krediler, Gıda Enflasyonu ve Döviz Kuru Arasındaki Etkileşimin Analizi: Türkiye'den Kanıtlar

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ÖZET

Bu çalışma, gıda enflasyonu ve döviz kurunun takipteki tarımsal kredilere etkisini Fourier fonksiyonlarıyla güçlendirilmiş eşbütünleşme ve nedensellik testleri uygulayarak analiz etmeyi amaçlamaktadır. Analiz için kullanılan veri seti, 2005 Ocak-2024 Aralık arasını kapsamaktadır. Analiz kısmında sırasıyla Fourier ADL eşbütünleşme testi ve Fourier TY nedensellik testi uygulanmıştır. Eşbütünleşme testi bulguları; gıda enflasyonundaki %1'lik yükselişin takipteki tarımsal kredileri yaklaşık %0,57 düşürdüğünü, döviz kurundaki %1'lik yükselişin ise takipteki tarımsal kredileri yaklaşık %1,15 oranında yükselttiğini göstermektedir. Nedensellik test sonuçları, gıda enflasyonundan takipteki tarımsal kredilere ve döviz kurundan gıda enflasyonuna doğru tek yönlü nedensellik olduğunu ortaya koymaktadır. Analiz sonuçları, tarımsal kredilere ilişkin riskleri azaltabilmek için çiftçi gelirini güçlendiren ve kur oynaklığını sınırlayan makroekonomik politikaların tarım sektörüne özgü kredi yapılandırmalarıyla eş zamanlı olarak uygulanması gerektiğini önermektedir.
Anahtar Kelimeler: Takipteki Tarımsal Kredi, Gıda Enflasyonu, Döviz Kuru, Fourier Testler

Analyzing the Interaction between Non-Performing Agricultural Loans, Food Inflation, and Exchange Rate: Evidence from Türkiye

ABSTRACT

This study aims to analyse the impact of food inflation and the exchange rate on non-performing agricultural loans by employing cointegration and causality tests augmented with Fourier functions. The dataset used for the analysis covers the period from January 2005 to December 2024. In the analysis section, the Fourier ADL cointegration test and the Fourier TY causality test are conducted, respectively. The cointegration test results indicate that a 1% increase in food inflation reduces non-performing agricultural loans by approximately 0.57%, whereas a 1% rise in the exchange rate increases these non-performing loans by nearly 1.15%. The causality analysis reveals a unidirectional causal relationship running from food inflation to non-performing agricultural loans, and from the exchange rate to food inflation. Findings of the analysis recommend that mitigating risks associated with agricultural lending requires a simultaneous implementation of macroeconomic policies that strengthen farmers' income and limit exchange rate volatility, alongside credit-structuring measures tailored specifically to the agricultural sector.
Keywords: Non-Performing Agricultural Loans, Food Inflation, Exchange Rate, Fourier Tests

Comparative Literature Study on the Effect of Salinity on Recovery Factor in Core Flooding Tests Using Palm Oil MES Surfactant and 96% Ethanol on 33°API Light Crude Oil

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ABSTRACT

Petroleum production in Indonesia faces major challenges due to declining reservoir pressure and high residual oil saturation after conventional recovery methods. Therefore, chemical Enhanced Oil Recovery (EOR), particularly surfactant flooding, has become an important alternative to improve oil recovery. This study evaluates the effect of NaCl brine salinity on interfacial tension (IFT) reduction and recovery factor (RF) in 33°API light crude oil using a palm oil-based Methyl Ester Sulfonate (MES) surfactant combined with 96% ethanol as a co-surfactant. The research applies a comparative literature study based on laboratory data obtained from a Spinning Drop Tensiometer and Core Flooding Apparatus. Core flooding experiments were conducted on Berea Sandstone samples at 60°C and 100 psig under two formulation conditions: Sample A (7,500 ppm salinity, 1.25% MES + 96% ethanol) and Sample B (12,500 ppm salinity, 1% MES + 96% ethanol). The results show that Sample A produced the lowest IFT value of 0.457 dyne/cm and the highest total recovery factor of 77.09%, while Sample B resulted in a higher IFT of 0.466 dyne/cm and a lower recovery factor of 50%. The study concludes that moderate salinity conditions are more effective in optimizing MES surfactant performance, while ethanol plays an important role in maintaining phase stability and preventing surfactant precipitation at higher salinity conditions.
Keywords: Enhanced Oil Recovery (EOR), Chemical Flooding, Palm Oil Methyl Ester Sulfonate (MES), IFT, Recovery Factor

Social Media and Digital Interconnectedness: Implications for Sustainable Learning Futures at Moulay Ismail University.

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ABSTRACT

In today's interconnected world, digital tools like social media are reshaping how learners engage with knowledge and collaborate across borders. The use of social media in education, particularly in English as a Foreign Language (EFL) classrooms, continues to generate discussion among educators and researchers. Although many institutions have integrated social media for communication, collaboration, and access to learning materials, its actual impact on students' academic performance remains uncertain. Most previous studies have examined social media in education broadly, with limited attention to how EFL learners specifically use these platforms to support their language learning. This study addresses this gap by investigating social media as a developing educational tool among EFL students, focusing on their perceptions, preferred platforms, patterns of use, time management, and account ownership to understand its role in their academic development.

A mixed-methods approach was employed, combining an online questionnaire to collect quantitative data and identify key trends, with semi-structured interviews to explore these themes in greater depth. The findings indicate that, although students recognize the educational potential of social media, their primary use remains entertainment-focused. Different platforms are used for different purposes, with Google, YouTube, and WhatsApp emerging as the most frequently used for academic activities. The study also shows that distance learning is still developing and faces several challenges, leading students to prefer a blended learning approach that combines traditional classroom instruction with online resources for a more holistic learning experience.

These results highlight how social media can promote connected, technology-enhanced, and sustainable learning practices, illustrating the role of digital platforms in navigating social and technological challenges within education and contributing to more interconnected futures.

Key Words: Social Media, EFL Students, Learning Environment, Perceptions, Academic Success

Threats to the Banking Sector from Money Laundering and Terrorist Financing

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ABSTRACT

The banking sector is the most frequently used sector in terms of assessing the threat of money laundering, but also the threat of terrorist financing, in connection with the source crimes for money laundering and terrorist financing: fiscal crimes, drug trafficking, crimes against property and against business transactions, corruption, trafficking in human beings or fraud.

Both money laundering and terrorist financing through products offered by the banking sector (e.g. bank accounts, both business and individual accounts, credits and loans, anonymous prepaid cards and money transfers) are one of the easiest methods to use. Due to the well-developed banking system in Poland, this method is widely available and its use does not cost much. Making transactions on bank accounts, for example, does not require specialist knowledge or skills.

The use of the banking system, and above all bank accounts, due to the possibility of making quick discretionary and debit transactions through them, is easy and does not require complicated planning. In the area of the sector in question, however, special attention should be paid to the risks related to the increase in crimes related to personal data fraud, the increase in the risk of using the so-called "pillars", changes in customer behavior related to the increase in the number of transactions carried out online and the resignation from visits to customer service points. It is also worth noting the increased use of transfers for criminal activity and changes in the volume and value of transactions. In addition, an increase in the number of cases of opening accounts and granting loans and credits for stolen identities (i.e. for people who have never opened these accounts and never taken these loans and credits) has been identified.

Among the products and services that are particularly vulnerable to being used for fraud and abuse in the market or for transferring/storing funds from crime, it is worth noting collect accounts – offered by the banking sector to financial intermediary entities. These accounts are a high-risk area because this type of product makes it difficult to identify the originators of the transaction and its actual beneficiaries. However, there are sub-sectors in the sector with a moderate level of money laundering and terrorist financing risk. These include the use of prepaid cards to make it more difficult to identify people making transactions related to terrorist financing or money laundering perpetrators.

In the banking sector, in addition to the collection accounts offered by the banking sector to financial intermediaries, the areas and sectors particularly exposed to the risk of money laundering and terrorist financing are - in terms of offering products and services that are particularly vulnerable to being used for fraud and abuse in the market or transferring/storing funds from crime - in particular electronic money value transfer services/services money order; safe deposit box storage services; products and services that are inherently conducive to anonymity (e.g. bearer instruments) and instruments with extreme complexity and structure without an obvious economic purpose.

In addition, the activities of entities providing services in the field of creation of legal entities, which are operated by financial institutions in the sector, are particularly exposed to the risk of money laundering and terrorist financing in the banking sector. In addition, the conclusion of business relations at a distance without the physical presence of the client in the obliged institution and the so-called outsourcing of financial security measures by the obliged institution are exposed to risk.

Improper implementation of financial security measures may also be associated with a high turnover of employees operationally involved in the performance of duties in the field of counteracting money laundering and terrorist financing in the obliged institution. Exposure to the risk of money laundering and terrorist financing in the banking sector is also associated with establishing business relations with persons who do not actually have assets at their disposal, but are only used as so-called pillars by other persons/entities to hide the identity of persons who actually have these assets.

A similar risk is associated with the fact of establishing business relations with entities engaged in the so-called social crowdfunding. Crowdfunding is conducive to hiding the source of funds and generates the risk of money laundering and terrorist financing for obliged institutions, especially in cases of improperly conducted "know your customer" process and, as a consequence, insufficient knowledge of the financial institution about the entity being served.

Key Words: Money laundering, banks, terrorist financing, security.

Kayıt Dışı Ekonomiyle Mücadelede Makine Öğrenmesi Tabanlı Risk Analitiği: Kaşif'e İlişkin Kamu Göstergeleri ve Usulî Güvence Tartışması

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ÖZET

Kayıt dışı ekonomi ve sahte belge kullanımıyla mücadelede geleneksel denetim sistemleri, devasa veri hacimleri karşısında yetersiz kalmaktadır. Bu çalışmanın amacı, Hazine ve Maliye Bakanlığınca devreye alınan makine öğrenmesi temelli KAŞİF ve KURGAN sistemlerinin vergi denetimindeki yansımalarını değerlendirmektir. Araştırmada, resmî istatistiklere ve bültenlere dayalı betimsel doküman analizi kullanılmıştır. Derlenen kamu göstergeleri, algoritmik yönetişimin suçun işlenmesi ile tespiti arasındaki zaman asimetrisini daralttığına işaret etmektedir. Dokümanlarda sistemin günde 4 milyon mükellefi analiz ettiği; örnek vakalarda 246 milyon ₺'lik sahte fatura şebekesinin tespit edildiği ve son üç ayda 276 milyar ₺'lik işlem hacminin "riskli" olarak raporlandığı aktarılmaktadır. Ancak, şeffaflıktan yoksun otonom risk skorlamalarının idari yaptırımlara dönüşmesi; masumiyet karinesi, ölçülülük ve hukuki güvenlik ilkeleri bağlamında usulî riskler barındırmaktadır. Sonuç olarak, algoritmik denetimin sürdürülebilirliği için Açıklanabilir Yapay Zekâ (XAI) standartlarının benimsenmesi ve nihai kararın uzman denetçilere bırakıldığı insan denetimli döngü (human-in-the-loop) modelinin idari prosedürlere entegre edilmesi önerilmektedir.
Anahtar Kelimeler: Algoritmik Yönetişim, KAŞİF, KURGAN, Vergi Denetimi, Kayıt Dışı Ekonomi, Açıklanabilir Yapay Zekâ (XAI), Sahte Belge, Doküman Analizi, İnsan Denetimli Döngü

Machine Learning-Based Risk Analytics in Combating the Shadow Economy: Public Indicators on Kaşif and the Debate on Procedural Safeguards

ABSTRACT

Traditional auditing systems remain inadequate against massive data volumes in combating the shadow economy and fraudulent documentation. This study aims to evaluate the implications of the machine learning-based KAŞİF and KURGAN systems, implemented by the Ministry of Treasury and Finance, in tax auditing. A descriptive document analysis based on official statistics and bulletins was employed as the methodology. The compiled public indicators suggest that algorithmic governance reduces the time asymmetry between crime commission and detection. Documents indicate the system analyzes 4 million taxpayers daily. Case studies report the detection of a fraudulent invoice network worth 246 million ₺, and 276 billion ₺ of transaction volume flagged as "risky" within three months. However, translating opaque autonomous risk scoring into administrative sanctions poses procedural risks regarding the presumption of innocence, proportionality, and legal certainty. Consequently, to ensure the sustainability of algorithmic auditing, adopting Explainable Artificial Intelligence (XAI) standards and implementing a human-in-the-loop model, where final decisions are strictly left to expert auditors, are highly recommended.
Keywords: Algorithmic Governance, KAŞİF, KURGAN, Tax Audit, Shadow Economy, Explainable AI (XAI), Fraudulent Documentation, Document Analysis, Human-In-The-Loop

Digital Communication, Territorial Marketing, and Influencers in Tourism Promotion in San Luis, Argentina

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ABSTRACT

This paper critically analyzes the digital tourism promotion campaigns of the Government of San Luis, Argentina, driven by public institutions, with particular attention to the use of influencers and media celebrities as a territorial visibility strategy. Based on the case presented by Diego Masci regarding the summer tourist season in San Luis, Argentina—which included the participation of Wanda Nara as a high-profile figure—the intersection between institutional communication, territorial marketing, the attention economy, and public tourism policies is examined. The theoretical framework integrates contributions from Manuel Castells on communicational power networks, Guy Debord's theory of spectacle, Pierre Bourdieu's concept of symbolic capital, and contemporary developments on the attention economy (Davenport and Beck) and influencer culture (Abidin). The methodology adopted is qualitative in nature, based on documentary analysis, systematic literature review, and case study. The results show that these strategies respond to structural transformations in the media ecosystem, but pose significant challenges in terms of transparency, impact assessment, cultural representation, and communication governance. It is concluded that incorporating influencers into public tourism campaigns can amplify institutional reach, but requires regulatory frameworks, clear return-on-index metrics, and critical reflection on its social and cultural implications. The study provides an articulated analytical model that can be applied to other territorial marketing cases in Latin American and global contexts.
Key Words: Digital Communication; Territorial Marketing; Influencers

The Role of Intercultural Social Work in Promoting Social Cohesion and Community Stability

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Contemporary societies are shaped within a context of increasing global interdependencies, migration flows, socioeconomic inequalities, and cultural diversification. These challenges do not operate in isolation; rather, they are interconnected and directly affect the cohesion and stability of local communities. Within this framework, social cohesion emerges as a fundamental prerequisite for achieving sustainable social development.

This paper highlights the critical role of intercultural social work as a field of professional practice that connects the local and global levels. Drawing on social cohesion theory, ecological systems theory, and the anti-oppressive approach, the article argues that intercultural social work is not merely a process of managing cultural diversity. Instead, it constitutes an active force that promotes social inclusion, equitable access to resources, and the strengthening of active participation.

Emphasis is placed on the ways in which institutional and policy contexts shape and influence the everyday practice of social workers, underscoring the importance of community-oriented interventions in both preventing and addressing social tensions and exclusions.

The paper ultimately underscores the significance of intercultural social work as a key mechanism for fostering social cohesion and community stability, particularly in social environments characterized by diversity and differentiation.

Keywords: Intercultural Social Work, Migration and Diversity, Community Interventions, Anti- Oppressive Practice

Turizm Dayanıklılığı ve Sosyal Sermaye Literatürünün Entelektüel Yapısının Haritalanması: Örgütsel ve Yönetişimsel Bir Perspektif

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ÖZET

Turizm sektörü, krizler, doğal afetler, pandemiler ve ekonomik dalgalanmalar karşısında yüksek derecede kırılgan bir yapıya sahiptir. Bu nedenle turizm dayanıklılığı kavramı son yıllarda akademik literatürde önemli bir araştırma alanı hâline gelmiştir. Özellikle sosyal sermaye; güven, ağ yapıları ve iş birliği mekanizmaları aracılığıyla krizlere uyum ve toparlanma süreçlerinde kritik bir rol oynamaktadır. Bu çalışmanın amacı, turizm dayanıklılığı ve sosyal sermaye literatürünün entelektüel yapısını bibliyometrik analiz yöntemiyle ortaya koymaktır. Çalışma kapsamında Web of Science veri tabanında 2009–2026 yılları arasında yayımlanan 150 makale analiz edilmiştir. Analizler R yazılımındaki bibliometrix paketi kullanılarak gerçekleştirilmiş; yayın eğilimleri, atıf yapıları, anahtar kelime eş-oluşum ağları, ülkeler arası iş birliği ilişkileri ve tematik harita analizleri incelenmiştir. Bulgular, özellikle 2020 sonrası dönemde literatürde belirgin bir artış olduğunu ve çalışmaların kriz yönetimi, yönetişim, topluluk dayanıklılığı ve sürdürülebilirlik temaları etrafında yoğunlaştığını göstermektedir. COVID-19 temalı çalışmaların 2024 yılında zirveye ulaşması, pandemi sonrası dönemde dayanıklılık tartışmalarının yapısal dönüşüm perspektifiyle ele alındığını ortaya koymaktadır. Çalışma, turizm dayanıklılığı literatürünün gelişim dinamiklerini ortaya koyarak gelecekteki araştırmalar için tematik yönelimler sunmaktadır.
Anahtar Kelimeler: Turizm Dayanıklılığı, Sosyal Sermaye, Bibliyometrik Analiz, Yönetişim, Örgütsel Ağlar

Mapping the Intellectual Structure of Tourism Resilience and Social Capital Literature: An Organizational and Governance Perspective

ABSTRACT

The tourism sector is highly vulnerable to crises, natural disasters, pandemics, and economic fluctuations. Consequently, tourism resilience has emerged as a significant field of academic inquiry. Social capital, through trust, networks, and collaborative mechanisms, plays a crucial role in adaptation and recovery processes. This study aims to map the intellectual structure of tourism resilience and social capital research using a bibliometric approach. A total of 150 articles indexed in the Web of Science database between 2009 and 2026 were analyzed. Analyses were conducted using the bibliometrix package in R, examining publication trends, citation structures, keyword co-occurrence networks, international collaboration patterns, and thematic mapping. Findings indicate a significant increase in publications after 2020, with research clustering around crisis management, governance, community resilience, and sustainability. The peak of COVID-19-related publications in 2024 demonstrates that resilience discussions have evolved toward structural transformation perspectives beyond short-term crisis responses. The study contributes by identifying the developmental trajectory and thematic orientation of the literature.
Keywords: Tourism Resilience, Social Capital, Bibliometric Analysis, Governance, Organizational Networks

Industry 5.0 in Agrarian Societies and Pre-Industrial Economies: A case of Amhara Region

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ABSTRACT

This research aims to examine the implementation paradox of industry 5.0 in preindustrial societies in Amhara regional state of Ethiopia. Though industry 5.0 emphasizes sustainable development, human centricity, and resilience via advanced digital and physical technologies, most rural livelihoods remain dominant by traditional agriculture, low mechanization, poor infrastructure, and limited digital capacity. This study asks how Industry 5.0 narrative theoretical frameworks can be meaningfully operationalized in contexts where the foundational conditions of industry 3.0-5.0. Using mixed research design approach, the study combined a five structured questionnaire survey of remote, rural, peri-urban actors and in-depth interviews with exceptional expertise including Industry 5.0 founder as well as regional administrators, development partners, private sector technology providers, and key stakeholders. The STATA Software analysis applies a socio technical lens linking Society 2.0 with society 5.0 the institutional realities of regional governance. Findings are demonstrated that the contradiction emerges from triple gaps like skill, finance, digital literacy fitness gap, infrastructure slits, institutional synchronization gaps including fragmented programs, weak incentive, political intervention, war and insecurity issues and limited data driven decision systems. Finally this study contributed by framing industry 5.0 not as a direct technological leap, but as an adaptable organizational reform, and socio technological transformation model for agrarian societies.

Keywords: Agrarian Society, Amhara, industry 5.0, Society 2.0, Society 5.0, Strategic framework

Anavatana Bağlılık ve Uluslarötesi Aidiyet: Gürcistan'daki Borçalı Türkleri ve Azerbaycan Cumhuriyeti ile İlişkileri

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ÖZET

Çalışma, Gürcistan sınırları içinde yaşayan ancak Azerbaycan Cumhuriyeti ile güçlü tarihsel, kültürel ve siyasi bağlarını sürdüren Borçalı Türkleri'nin anavatana ait aidiyet duygularını ve uluslarötesi ilişki ağlarını incelemektedir. Mevcut literatürde bu topluluğun Azerbaycan ile kurduğu etkileşimin sistematik biçimde ele alınmadığı görülmekte; çalışma bu boşluğu doldurmayı amaçlamaktadır. Araştırma, sistematik literatür taraması, politika belgesi analizi ve topluluk odaklı nitel kaynakların değerlendirilmesini kapsayan karma yöntemli bir yapı üzerine inşa edilmiştir. Bulgular, Azerbaycan'ın eğitim bursu, kültürel altyapı desteği ve medya yasatımı gibi araçlarla Borçalı topluluğu üzerinde yapılandırılmış ve kalıcı bir etki alanı oluşturduğunu; topluluğun ise Gürcistan yurt taşlığı çerçevesinde Azerbaycan kültürel kimliğini işlevsel olarak yeniden ürettiklerini göstermektedir. Çalışmanın temel kısıtı birincil saha araştırmasına dayanmamasıdır; gelecek araştırmaların niteliksel görüşmelerle bulgu tabanını genişletmesi önerilmektedir.

Anahtar Kelimeler: Borçalı Türkleri, Gürcistan, Azerbaycan, uluslarötesi aidiyet, akınsal diplomasi, Güney Kafkasya

Homeland Ties and Transnational Belonging: Borchali Turks of Georgia and Their Engagement with the Republic of Azerbaijan

ABSTRACT

This study examines the homeland ties and transnational belonging of the Borchali Turks — a Turkic-speaking community residing within Georgian borders yet maintaining durable historical, cultural, and political connections with the Republic of Azerbaijan. A review of existing scholarship reveals that the specific nature of this community's engagement with Azerbaijan has not been systematically theorised, and this paper seeks to address that lacuna. The research adopts a mixed-methods framework encompassing systematic literature review, policy document analysis, and evaluation of community-level qualitative sources. Findings demonstrate that Azerbaijan has constructed a structured and enduring sphere of influence over the Borchali community through instruments such as educational scholarships, cultural infrastructure support, and media outreach, while the community actively reproduces Azerbaijani cultural identity within the framework of Georgian citizenship. The primary limitation of the study is its reliance on secondary sources; future research employing qualitative interviews is recommended to broaden the evidential base.

Keywords: Borchali Turks, Georgia, Azerbaijan, transnational belonging, kinship diplomacy, South Caucasus

Dönüşümcü Liderliğin Örgütsel Sinizm Üzerindeki Rolü: Turizm İşletmeleri Perspektifinden Kavramsal Bir Değerlendirme

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ÖZET

Turizm sektörü emek yoğun yapısı ve hizmet odaklı çalışma süreçleri nedeniyle çalışanların örgüte yönelik tutum ve algılarının işletme performansı üzerinde önemli etkiler yarattığı sektörlerden biridir. Çalışanların örgüte yönelik olumsuz algılar geliştirmesi örgütsel sinizm olarak tanımlanan bir tutumun ortaya çıkmasına yol açabilmektedir. Örgütsel sinizm, çalışanların örgütün dürüstlüğüne yönelik olumsuz inançlar geliştirmesi, örgüte karşı olumsuz duygular beslemesi ve bu düşünce ve duygularını eleştirel veya alaycı davranışlarla ifade etmesi şeklinde ortaya çıkan çok boyutlu bir tutumdur. Çalışanların örgüte yönelik algılarının şekillenmesinde liderlik davranışlarının önemli bir rol oynadığı bilinmektedir. Bu çalışma, dönüşümcü liderlik ile örgütsel sinizm arasındaki ilişkiyi turizm işletmeleri perspektifinden kavramsal olarak ele almayı amaçlamaktadır. Bu kapsamda dönüşümcü liderlik ve örgütsel sinizm kavramları literatür temelinde incelenmiş ve bu iki değişken arasındaki ilişki kavramsal bir çerçevede değerlendirilmiştir. Çalışma kapsamında dönüşümcü liderlik davranışlarının çalışanların örgüte yönelik güven duygularını güçlendirebileceği ve bu durumun örgütsel sinizm düzeylerinin azalmasına katkı sağlayabileceği değerlendirilmektedir. Elde edilen bulgular dönüşümcü liderlik davranışlarının turizm işletmelerinde örgütsel iklimin geliştirilmesi ve çalışanların örgüte yönelik olumlu tutumlar geliştirmesi açısından önemli olduğunu göstermektedir.

Anahtar Kelimeler: Dönüşümcü Liderlik, Örgütsel Sinizm, Turizm İşletmeleri, Liderlik, Örgütsel Davranış

The Role of Transformational Leadership in Organizational Cynicism: A Conceptual Evaluation from the Perspective of Tourism Enterprises

ABSTRACT

The tourism sector is characterized by intensive human interaction and service-oriented processes, making employees' attitudes and perceptions toward their organizations critically important for organizational performance and service quality. Negative perceptions toward organizational practices may lead employees to develop cynical attitudes toward their organizations. Organizational cynicism refers to employees' beliefs that their organization lacks integrity, accompanied by negative emotions and critical or sarcastic behaviors toward the organization. Leadership behaviors are considered one of the key factors influencing employees' organizational perceptions and attitudes. This study aims to conceptually examine the relationship between transformational leadership and organizational cynicism from the perspective of tourism enterprises. Within this framework, the concepts of transformational leadership and organizational cynicism are discussed based on the existing literature, and the potential relationship between these two variables is evaluated. The study proposes that transformational leadership behaviors may contribute to reducing employees' cynical attitudes by strengthening organizational trust, motivation, and positive organizational perceptions. The findings highlight the importance of transformational leadership practices for improving organizational climate and reducing organizational cynicism in tourism enterprises.

Keywords: Transformational Leadership, Organizational Cynicism, Tourism Enterprises, Leadership, Organizational Behavior.

Selected Methods of Financing Terrorism in Business Transactions

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ABSTRACT

Taking into account the mechanisms related to the movement of funds raised for terrorist purposes, there are generally three main methods of transferring money and other assets by terrorists.
The first method is to use the financial system for this purpose, the second method requires the physical movement of money, for example, through the use of couriers with money, the so-called *cash couriers*, and the third method is related to the international trade system.
However, the main mechanisms used by terrorist groups to transfer money include: the banking sector; crowdfunding; MVTS, [1]including Hawala; prepaid cards; trading of high-value goods; virtual currencies and other digital value carriers; and the physical transportation of cash.
Key Words: Economic turnover**,** terrorist financing, security, terrorism.

[1] MVTS is a *financial* service that includes accepting cash, cheques, other monetary instruments and valuables and making payments of the relevant amounts in cash or in another form to the beneficiary of the transaction through various communication and settlement channels (this term also includes the systems referred to as *Hawala, hundi and fei-chen*).

Chalk Dust and Smoke Signals: When the State Teaches Itself How to be Praised

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ABSTRACT

This creative essay examines the discursive construction of education as public policy in the Agencia de Noticias San Luis (ANSL), the official news outlet of the Provincial Government of San Luis, Argentina. Drawing on a corpus of 28 articles published between January 2024 and March 2026, it brings together content analysis (CA) and critical discourse analysis (CDA) to investigate how institutional journalism frames education: who speaks, what is foregrounded, what is silenced, and how governmental action is legitimized. The corpus encompasses articles on the Provincial Literacy Plan "Queremos Aprender," the Merit Scholarship, School Stamps, the School Nutrition Program (PANE), the IDEA productive-education project, school infrastructure, the Governor's Educational Tour, teaching competitions, and environmental education. The analysis uncovers three overarching discursive strategies: (1) the personalization of the educational narrative around Governor Claudio Poggi as architect and guarantor of policy; (2) the framing of education as investment rather than right; and (3) the systematic erasure of conflicts, teachers' demands, and structural inequalities. The study concludes that the ANSL functions as an institutional communication device in which educational journalism is subordinated to the logic of political marketing, producing a self-legitimizing discourse that turns every governmental action into a "historic achievement." This rhetoric of progress, sustained by quantitative data and carefully selected testimonials, constructs a narrative in which the school is always a stage for power and rarely a space for pedagogical autonomy.
Key Words: content analysis, discourse analysis, institutional communication, education policy,

Elements of Empirical Research, Pitfalls, and Remedies

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ABSTRACT

Neophytes in research are stuck with the problem according to which they believe that the way they learned to write essays in high school and undergraduate humanities classes is the only way by which to pen an article. Empirical research is basic to data-driven and evidence-based production of knowledge in the natural sciences, social sciences, education, and public policy. Though countless research methodology textbooks are available, researchers still commit errors in conceptualization, methodology, analysis, and research ethics. These mistakes undermine the quality and integrity of their work. The general purpose of this paper is to examine the key elements of empirical research, common pitfalls in research writing, and propose practical remedies based on well-established methodology scholarship. The specific objectives of this study are to provide the reasons for which there is a prescribed structure in qualitative social science research papers and to enumerate the elements thereof, 2) spot common errors, and 3) suggest ways in which these blunders can be rectified. I employed a qualitative analytical review of top research methodology books and peer-reviewed scholarly articles. This paper synthesized basic principles in qualitative, quantitative, and mixed-methods research. RQ1: It provided the key elements of a research manuscript. RQ2: It identified the most common errors are vague problem statements, weak literature synthesis, methodological non-alignment, sampling bias, shallow analysis, plagiarism, and unwarranted conclusion. The article ends by explaining that facts and figures alone are necessary but insufficient, as researchers must provide recommendations for policy, practice, and further research. Research congruence is key to empirical rigor. In short, the research problems, research objectives, research questions, methodology, data collection, data collection, data analysis, findings, discussion, and conclusion must match and cohere. Ethical reflexivity, methodology alignment, critical analytical writing, and transparency in reporting are crucial for scholarly credibility. This article contributes to a bird's-eye view to improve the quality of empirical research in academia and policy circles.

Keywords: Empirical Research, Literature Review, Research, Methodology, Natural and Social Sciences

Tarım Şirketlerinde Sürdürülebilirlik ve Etik Sertifikalarının Yaygınlaşma Nedenleri: Kurumsal Kuram Perspektifi

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ÖZET

Son yıllarda artan sayıda gıda şirketi, web sitesine sürdürülebilirlik sertifikalarına ve tedarik zinciri izlenebilirliğine ilişkin etik beyan ve belge eklemektedir. Bu araştırma, küresel gıda şirketlerinin tedarikçilerinin tedarik zinciri izlenebilirliğine ilişkin sürdürülebilirlik sertifikalarının gerçekte ne derece etkili olduğunu araştırmaktır. Araştırmada ilk olarak son beş yılda gıda örgütlerinin web sitelerindeki sertifikaları ve yayımladıkları sürdürülebilirlik/etik raporları incelenmiştir. Ardından rapor ve sertifikaların tedarik zincirinin en altında çalışan tarım işçilerinin çalışma koşullarını nasıl ve ne ölçüde yansıttığına ilişkin tarım işçileri hakkında yayımlanan raporlar incelenmiştir. Sürdürülebilirlik sertifikalarının ve etik belgelerin son beş yılda hızlı bir şekilde yaygınlaşmasına rağmen etkisinin iddia edilenin aksine sembolik düzeyde kaldığı, tedarik zincirinin en altındaki mevsimlik tarım işçilerinin, insan hakları ihlalleri ve kötü çalışma koşulları altında çalışmaya devam ettiği görülmüştür. Araştırma sonuçları, sürdürülebilirlik sertifikalarının etkisizliğine rağmen neden bu kadar hızlı bir şekilde yayıldığını kurumsal kuram bağlamında tartışmaktadır. Araştırma, gıda örgütlerinin sürdürülebilirlik sertifikaları ve etik belgeleri kullanmasında normatif baskılara kıyasla Avrupa Birliği'nde tedarik zincirine ilişkin özen yükümlülükleri kapsamında ortaya çıkan hukuki gelişmelerin yarattığı zorlayıcı baskıların daha etkili olduğunu ortaya koymuştur. Ayrıca gıda şirketleri hızla değişen bir çevrede rakiplerini taklit ederek taklitçi baskılarla eş biçimli hale gelmektedir. Araştırma sonuçları sürdürülebilirlik sertifikalarının çevresel boyuta ek olarak sosyal boyuta odaklanmasının aciliyetini vurgulamaktadır. Ayrıca gıda şirketlerinin yöneticilerinin sürdürülebilirlik sertifikalarının gerçek etkilerinin farkında olması ve tedarik zincirinin en altındaki çalışanlar için öneri ve şikâyet mekanizmaları oluşturmasının önemine vurgu yapmaktadır.
Anahtar Kelimeler: Etik, İnsan Hakları, Kurumsal Kuram, Sürdürülebilirlik Sertifikaları.

Reasons for the Proliferation of Sustainability and Ethical Certifications in Agricultural Companies: An Institutional Theory Perspective

ABSTRACT

In recent years, an increasing number of food companies have been adding ethical statements and documentation regarding sustainability certifications and supply chain transparency to their websites. This research aims to investigate the actual effectiveness of sustainability certifications related to supply chain transparency among the suppliers of global food companies. The study first examined the certifications and sustainability/ethical reports published on food organisations' websites over the past five years. It then reviewed reports published on agricultural workers to determine how and to what extent these reports and certifications reflected the working conditions of agricultural workers at the bottom of the supply chain. Despite the rapid spread of sustainability certifications and ethical documents over the past five years, the study found that their impact remained symbolic, contrary to claims, and that seasonal agricultural workers at the bottom of the supply chain continued to work under human rights violations and poor working conditions. The research results discuss why sustainability certifications have spread so rapidly despite their ineffectiveness within the context of institutional theory. The research reveals that, compared to normative pressures, the coercive pressures created by legal developments in the European Union regarding supply chain due diligence obligations have been more effective in influencing food organisations' use of sustainability certifications and ethical labels. Furthermore, food companies increasingly exhibit conformist behavior under mimetic pressures by imitating their competitors in a rapidly changing environment. The research results emphasise the urgency of sustainability certifications focusing on the social dimension in addition to the environmental dimension. They also highlight the importance of food company managers being aware of the real effects of sustainability certifications and establishing suggestion and complaint mechanisms for workers at the bottom of the supply chain.
Keywords: Ethics, Human Rights, Institutional Theory, Sustainability Certificates.

Yeni Ekonomik İlişkiler Koşullarında Risk Yönetiminin Teorik Temelleri

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ÖZET

Bilimsel makalenin temel amacı – yeni ekonomik ilişkiler koşullarında risk yönetimine Azerbaycanlı bilim insanlarının bu alanda ortaya koydukları bilimsel-teorik yaklaşımları incelemektir. Makalenin temel araştırma metodolojisi – yeni ekonomik ilişkiler koşullarında risk yönetimine Azerbaycanlı bilim insanlarının yaklaşımlarını sistemli ve kapsamlı bir şekilde araştırmaktır. Bilimsel araştırmanın özgünlüğü ve yeniliği – yeni ekonomik ilişkiler koşullarında risk yönetiminin, Azerbaycanlı bilim insanlarının söz konusu bilimsel yaklaşımlarına dayanan temel teorik yönlerinin incelenmiş olmasıdır. Bu çerçevede, alanın bilimsel-pratik bir yön olarak şekillenmesine ilişkin teorik ve pratik yaklaşımlar ile teoriler araştırılmış, genelleştirmeler yapılmış ve gerekli bilimsel-teorik yönleri ele alınmıştır. Bu açıdan bakıldığında, makale yeni ekonomik ilişkiler koşullarında risk yönetiminin organizasyonu ve yönetimi bağlamında bilimsel yaklaşımların incelenmesi bakımından değerli sayılabilir.
Anahtar Kelimeler: Risk Yönetimi, Risk Kavramı, Modern Yönetim Sisteminde Riskin Rolü, Modern Yönetim Sisteminde Riske Bilimsel Yaklaşımlar.

The Theoretical Foundations of Risk Management in the Context of New Economic Relations

ABSTRACT

The main purpose of the scientific article is to investigate the scientific and theoretical approaches of Azerbaijani scientists to risk management in the context of new economic relations. The main research methodology of the scientific article is to systematically and comprehensively investigate the scientific approaches of Azerbaijani scientists to risk management in the context of new economic relations. The originality and scientific novelty of the scientific research is that the main scientific and theoretical directions of the scientific approaches of Azerbaijani scientists to the specified scientific approaches to risk management in the context of new economic relations have been studied, theoretical and practical approaches, theories on the formation of this field as a scientific and practical direction have been studied, generalizations have been made, and its necessary scientific and theoretical aspects have been studied. From this point of view, the scientific article can be considered commendable in terms of the study of scientific approaches to the organization and management of risk management in the context of new economic relations.
Keywords: Risk Management, Risk Concept, The Role of Risk in the Modern Management System, Scientific Approaches to Risk in The Modern Management System.

From Reel to Real: Social Media Influenced Copycat Offenses in India

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Abstract

Social media has become an indispensable part of everyday life in India, especially among young people. One cannot imagine a life without spending time on social networking sites. Platforms like Instagram, TikTok, Facebook, and YouTube often promote short videos or "reels" that go viral quickly. Many youngsters have made social media their career by creating "reels" of various content. While much of this content is entertaining and creative, an increasing share promotes risky stunts, aggressive behavior, or activities that may border on illegality. Increasingly, young users are not just passive viewers but active participants, attempting to replicate such content in real life. This phenomenon has contributed to the emergence of copycat behavior, where individuals imitate actions observed online, sometimes resulting in accidents, public disturbances, or criminal offenses.

A copycat crime is a criminal act inspired or modeled after previously observed behavior, often influenced by media exposure. In the Indian context, the intersection of viral social media trends and real-world imitation has created a new dimension of cyber-enabled and behavior-driven offenses. These trends are further reinforced by psychological and social factors such as peer pressure, the desire for online recognition, digital validation, and the projection of bravery or uniqueness. The rapid proliferation of social media platforms in India has led to the widespread circulation of viral content that often includes risky, aggressive, or unlawful behavior. A significant concern is the growing tendency of young individuals to imitate such content in real life, leading to copycat offenses that pose risks to individual safety and public order. However, there is a critical lack of systematic research examining the causal relationship between social media exposure and copycat criminal behavior in the Indian context. This gap hinders the development of effective legal, educational, and policy interventions to address and prevent such emerging forms of digitally influenced crime.

Despite the increasing visibility of such incidents, there is a lack of comprehensive empirical research in India that systematically examines the direct relationship between social media trends and copycat offenses. This gap limits policymakers, educators, and guardians' ability to design effective interventions. Therefore, the study aims to explore the multifaceted nature of cybercrime and imitation of behavior within the framework of the Information Technology Act, 2000. It investigates how online trends translate into real-world actions, particularly among teenagers and young adults. The paper also evaluates the challenges faced by the existing legal and regulatory framework in addressing crimes that are indirectly influenced by digital content. Finally, it proposes preventive strategies such as digital literacy initiatives, awareness programs, and stricter content moderation policies to mitigate the risks associated with this "reel-to-real" behavioral shift.

Keywords: Social Media, Copycat Crime, Digital Literacy, Imitate, Online Trends, Reel, Criminal Acts.

The Lived Experience of Business School Lecturers - Implications for Business Leadership

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ABSTRACT

The rapid digitisation of higher education is redefining the role of lecturers, positioning them not merely as content experts but as leaders operating within complex, technology-mediated environments. This paper examines the lived experience of business school lecturers teaching first-year students online at a private South African institution, with a focus on the implications for business leadership in digital contexts.

Using a constructivist grounded theory approach, data were collected from 13 lecturers through open-ended online interviews. The findings reveal that lecturers operate in high-uncertainty environments characterised by constrained feedback, technological dependency, and significant emotional labour—conditions that closely mirror those faced by leaders managing remote and digitally enabled organisations. Key themes include feedback as a performance control mechanism, preparation as a form of risk mitigation, and the management of student relationships as a stakeholder engagement challenge.

An integrative model is developed, positioning teaching within a broader system mediated by self, stakeholders, technology, and organisational processes. This model highlights the need for leaders to adopt systems thinking, navigate ambiguity, and sustain engagement in environments with limited visibility.

The study argues that online teaching offers a valuable analogue for contemporary business leadership, where success depends on adaptive capability, digital fluency, and relational influence. It concludes that organisations must move beyond replicating traditional practices in digital formats and instead redesign work systems to align with the realities of virtual environments. This requires strategic investment in leadership development, organisational support structures, and innovative approaches to engagement and performance management.

Keywords: Digital leadership, Online teaching, Organisational effectiveness, Stakeholder engagement, Professional development, Higher education strategy

Sustainable Tourism Development in India: Opportunities &Challenges

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ABSTRACT

The travel and tourism (T&T) sector in India has emerged as a significant contributor to economic growth, employment generation, and regional development. With the sector contributing over 5% to India's GDP and supporting more than 80 million jobs, its expansion presents both opportunities and sustainability concerns.I ndia is one of the most popular travel destinations in the world, and its tourism and hospitality industry has emerged as a key driver of growth within the services sector. With continued investments in infrastructure, the segment is projected to contribute Rs. 2,60,52,000 crore (US$ 3 trillion) to the country's GDP by 2047. The sector plays a dual role as both a development catalyst and a driver of socioeconomic growth. It encompasses a wide range of services, from hotels and restaurants to leisure and cultural experiences, while showcasing India's rich history, traditions, and diversity to the world. India's vast geography of 3.28 million sq. km, stretching from the Himalayan peaks to southern rainforests, offers a unique blend of heritage, natural beauty, and ecological variety that strengthens its global tourism appeal. India's Union Budget FY26 has allocated Rs. 2,541.06 crore (US$ 291.07 million) to boost its tourism sector, focusing on improving infrastructure, skill development, and travel facilitation through measures like developing 50 top tourist destinations, offering MUDRA loans for homestays, enhancing connectivity, and introducing e-visa facilities.This study examines the growth dynamics of India's tourism sector in the post-pandemic era, identifies environmental and socio-cultural challenges, and evaluates sustainable tourism as a strategic framework. The paper adopts a qualitative, exploratory approach using secondary data sources. Special emphasis is placed on eco-tourism with Odisha presented as a case study of community-based sustainable tourism. The findings suggest that integrating local communities, ecological conservation, and policy frameworks can significantly enhance sustainable tourism outcomes.
Keywords: Sustainable Tourism, Eco-tourism, Community-Based Tourism

Eko-Turizmin Önemi ve Türkiye'nin Eko-Turizm Cazibe Merkezleri

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ÖZET

The International Ecotourism Society tarafından "doğal alanlara yapılan, çevrenin korunmasını sağlayan ve yerel halkın refahını ve huzurunu destekleyen sorumlu seyahat" olarak vurgulanan eko-turizm; günümüz turizm anlayışında sürdürülebilir turizmin önemli üç bileşeninden biridir. Ayrıca, çok yönlü yapısıyla, milli parklar, ormanlar, dağlar, göller, kıyı ekosistemleri, yerel halk ve kültür, yerel ekonomiye katkı, geleneksel yaşam biçimlerinin korunması, kültürel mirasın sürdürülebilirliği, çevresel sürdürülebilirlik, doğal kaynakların korunması, atık ve karbon ayak izinin azaltılması, ekosistemlerin zarar görmemesi, düşük etkili turizm faaliyetleri, doğa yürüyüşü, kampçılık, kuş gözlemciliği, bisiklet turizmi gibi konuları ve unsurları kapsar. Eko-turizm özellikle çevresel önemi, sosyo-kültürel önemi ve sürdürülebilir gelecek açısından önemi ile ön plana çıkmaktadır. Doğa turizmi, kırsal turizm, agro (tarım) turizm, yürüyüş (trekking) turizmi, kamp-karavan turizmi, bisiklet, yaban hayatı ve kuş gözlemciliği, doğa temelli macera turizmi, botanik turizmi, Sağlık ve Wellness Turizmi (Doğa Temelli), Su ve Nehir Turizmi türleri ile sürdürülebilir turizm kapsamında geniş bir sisteme sahiptir. Çalışmanın temel konusu eko-turizmin önemi ve Türkiye'deki eko-turizm cazibe merkezlerinin araştırılarak açıklanması zeminine dayanmaktadır. Gerek bölgesel açıdan gerek iklimsel gerekse kültürel ve coğrafi açıdan zengin bir kaynağa sahip olan Türkiye, Ayder Yaylası, Halfeti, Hasankeyf, Nemrut Dağı, Kapadokya, Olimpos, Uludağ Milli Parkı, Manyas Gölü Kuş Cenneti, Kaz Dağları, Kaplıcalar, İğneada ve Longoz Ormanları'nın yanı sıra sayılamayacak derecede milli varlığıyla eko-turizmde cazibe merkezi konumunda olan önemli bir ülkedir. Çalışmanın literatür tekniğine dayalı olarak yapılması planlanmaktadır. Çalışmada Türkiye' nin eko-turizmde cazibe merkezi sayılan tarihi, doğal, milli ve kültürel varlıkların turizmdeki yeri ve önemi üzerinde durulacaktır.

Anahtar Kelimeler: Sürdürülebilir turizm, Eko-turizm, Turizm Çeşitleri

The Importance of Ecotourism and Turkey's Ecotourism Destinations

ABSTRACT

Eco-tourism, defined by the International Ecotourism Society as "responsible travel to natural areas that conserves the environment and supports the well-being and livelihoods of local communities," is one of the three key components of sustainable tourism in today's tourism landscape. Furthermore, with its multifaceted nature, it encompasses topics and elements such as national parks, forests, mountains, lakes, coastal ecosystems, local communities and culture, contributions to the local economy, the preservation of traditional lifestyles, the sustainability of cultural heritage, environmental sustainability, the protection of natural resources, the reduction of waste and carbon footprints, the prevention of ecosystem damage, low-impact tourism activities, nature walks, camping, birdwatching, and cycling tourism. Ecotourism stands out particularly for its environmental significance, socio-cultural importance, and role in ensuring a sustainable future. Nature tourism, rural tourism, agritourism, hiking (trekking) tourism, camping and RV tourism, cycling, wildlife and birdwatching, nature-based adventure tourism, botanical tourism, and Nature-Based Health and Wellness Tourism, and Water and River Tourism, forming a comprehensive system within the framework of sustainable tourism. The core focus of this study is based on the importance of ecotourism and the investigation and explanation of ecotourism attractions in Turkey. Turkey, a country rich in resources from both a regional and climatic perspective, as well as in terms of culture and geography, features destinations such as Ayder Plateau, Halfeti, Hasankeyf, Mount Nemrut, Cappadocia, Olympos, Uludağ National Park, Manyas Lake Bird Sanctuary, Kaz Mountains, Thermal Springs, İğneada, and Longoz Forests, as well as countless other national assets, making it a major country and a hub for ecotourism. The study is planned to be conducted based on literature review methodology. The study will focus on the role and importance of Turkey's historical, natural, national, and cultural assets—which are considered key attractions in ecotourism—within the tourism sector.

Keywords: Sustainable tourism, eco-tourism, types of tourism

Tekno-stres

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ÖZET

Tekno-stres, teknolojinin aşırı ve sürekli kullanımıyla ortaya çıkan bir stres türüdür. Başlıca nedenler arasında bilgi yükü, çoklu görev yapma gerekliliği, sürekli bildirimlere bağlılık, sosyal medya ve e-posta üzerinden sürekli iletişim hali, ekran başında uzun süre geçirilen süre ve güvenlik/mahremiyet kaygıları yer alır. Bu durum, dikkat dağınıklığı, uyku sorunları ve tükenmişlik duygusuyla kendini gösterebilir.

Belirtiler fiziksel, psikolojik ve davranışsal olarak üç başlıkta toplanabilir. Fiziksel olarak baş ağrıları, boyun-sırt ağrısı, göz yorgunluğu; psikolojik olarak anksiyete, irritabilite, irritasyon ve uyku bozuklukları görülebilir. Davranışsal belirtiler arasında verimlilik kaybı, prokrastinasyon, sosyal izolasyon veya teknolojiye aşırı bağımlılık sayılabilir. Uzun vadede kronik stres, kronik yorgunluk, düşük iş/okul performansı ve tükenmişlik riski artar.

Baş etme stratejileri: bireyler için ekran süresini sınırlamak, bildirimleri yönetmek, dijital detoks yapmak, düzenli fiziksel aktivite ve uyku alışkanlıklarını güçlendirmek; mindfulness ve meditasyon gibi rahatlama tekniklerini düşünebilir. Çalışma veya öğrenme ortamında net hedefler koymak, e-posta/bildirim zamanlarını belirlemek ve "inbox zero" gibi alışkanlıklar benimsemek faydalı olabilir. İşyerlerinde ise politikalarla sınırlar koyma, ergonomi ve çalışma yükünü dengeleme, dijital farkındalık ve stres yönetimi eğitimleri sunma önerilir. Profesyonel yardım gerekirse psiko- veya ruh sağlığı uzmanlarına başvurulmalıdır.

Anahtar Kelimeler: Stres, Fiziksel, Yönetim, Teknoloj, Kronik

Techno-stress

ABSTRACT

Techno-stress is a type of stress that occurs with excessive and constant use of technology. Major reasons include information overload, the need to multitask, dependence on constant notifications, constant communication via social media and email, long screen time, and security/privacy concerns. This situation can manifest itself with distraction, sleep problems and feelings of burnout.

Symptoms can be grouped under three headings: physical, psychological and behavioral. Physically, headaches, neck-back pain, eye fatigue; Psychologically, anxiety, irritability, irritation and sleep disorders may occur. Behavioral symptoms may include loss of productivity, procrastination, social isolation, or over-reliance on technology. In the long term, the risk of chronic stress, chronic fatigue, poor work/school performance and burnout increases.

Coping strategies for individuals: limiting screen time, managing notifications, digital detox, regular physical activity and strengthening sleep habits; may consider relaxation techniques such as mindfulness and meditation. In the work or learning environment, it can be useful to set clear goals, determine e-mail/notification times, and adopt habits such as "inbox zero". In workplaces, it is recommended to set limits with policies, balance ergonomics and workload, and provide digital awareness and stress management training. If professional help is required, psycho- or mental health professionals should be consulted.

Key Words: Stress, Physical, Management, Technology, Chronic

Spate Irrigation as a Climate-Resilient Strategy for Sustainable Agriculture and Food Security

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ABSTRACT

Climate change has intensified the frequency and magnitude of floods, commonly viewed as destructive events; however, seasonal floodwaters from arid mountainous regions can be harnessed as a productive resource. Spate irrigation—the diversion of high-velocity hill torrent (Rod Kohi) floodwater through gravity-based structures to irrigate low-lying agricultural lands—offers substantial potential for enhancing climate resilience and food security in arid and semi-arid regions. In Pakistan, nearly 9% of the irrigated area (about 1.4 million hectares) currently relies on hill torrent systems, while the potential area suitable for spate irrigation is estimated at up to 7 million hectares, representing approximately 34% of irrigated land. Unlocking this potential requires improved diversion and control structures, regular canal maintenance, and effective command area management. Despite its significance, spate irrigation remains under-researched, underscoring the need for a national database and stronger integration into research, policy, and academic frameworks. Future priorities include developing crop varieties with deeper moisture extraction capacity, promoting drought-tolerant crops and fruit species such as ber and date palm, and enhancing afforestation to support groundwater recharge and reduce land degradation. Strengthening institutions through dedicated development authorities and incorporating spate irrigation into university curricula are critical for sustainable adoption. An integrated, multidisciplinary approach can transform hill torrent systems into a strategic asset for rural livelihoods, food security, and long-term climate resilience.

Keywords: Spate Irrigation; Climate Change Adaptation; Food Security; Drought Tolerance; Sustainable Agriculture; Groundwater Recharge

Artificial Agenthood as a Catalyst for Equitable Global Transformation: Reframing Peace and Sustainability in an Automated Age

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ABSTRACT

In an era of polycrisis—where climate instability, economic precarity, and social fragmentation converge—artificial agenthood emerges not merely as technological progress but as foundational architecture for a sustainable global future. This paper examines how AI agents, as autonomous economic and social actors, can accelerate transition toward a "New World Order" characterized by distributed governance, universal basic provision, and algorithmic solidarity.

We demonstrate that artificial agenthood operationalizes Universal Basic Income at scale through self-executing smart contracts and AI-orchestrated resource allocation, reducing administrative overhead by 90% while ensuring transparent, bias-mitigated distribution. In healthcare, autonomous diagnostic agents and predictive analytics have reduced costs by 60% in pilot programs across marginalized communities in sub-Saharan Africa and South Asia, delivering specialist-level care through previously unviable telemedicine infrastructures. Critically, our framework challenges dystopian automation narratives: AI agents functioning as "digital coworkers" catalyse new sectors in human-AI collaboration, generating 2.3 million jobs in micro-entrepreneurship, AI ethics auditing, and creative direction—roles hybridizing human judgment with machine efficiency.

Drawing on complexity science and institutional economics, we argue artificial agenthood reconfigures social contracts. By decoupling survival from wage labor and embedding equity protocols in algorithmic governance, we create feedback loops between economic productivity and social well-being. This paradigm shift necessitates interdisciplinary coordination—combining technological design with ecological economics, peace studies, and organizational sociology—to prevent emergent hierarchies and ensure agents serve collective flourishing rather than concentrated power.

We conclude that harnessing artificial agenthood for sustainable futures is not deterministic but a design choice requiring intentional, inclusive architecture. The path forward demands a new global compact where technology becomes scaffolding for peace, equity, and regenerative development.

Key words: Artificial Agenthood, distributed governance, decoupling survival, regenerative development.

Interconnected Futures in Refugee Contexts: Technology, Entrepreneurship, and Sustainable Development

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ABSTRACT

In the face of global displacement and economic marginalization, refugee communities exemplify both vulnerability and resilience. This study, authored collaboratively by the author-researchers to investigate how community-based organizations harness technology and entrepreneurship to advance Sustainable Development Goal 8 (Decent Work and Economic Growth) within the Dzaleka Refugee Camp in Malawi. Through a comparative case study of Alpha TechVerse and Dzaleka Rising, we explore the interplay of social, economic, organizational, and technological challenges in refugee contexts. Alpha TechVerse equips refugees with digital literacy and advanced ICT skills, bridging the digital divide and opening pathways to global employment. Dzaleka Rising complements this by fostering entrepreneurship and market access, showcasing refugee creativity and enabling self-reliance. Together, these initiatives demonstrate how interdisciplinary solutions—combining technology adoption, community mobilization, and sustainable innovation—can empower marginalized populations. Our findings highlight both successes and limitations, including resource constraints and structural barriers, while underscoring the transformative potential of grassroots innovation. By situating refugee empowerment within the broader discourse of interconnected futures, this research illustrates how local initiatives contribute to peace, inclusion, and sustainable development. Ultimately, it calls for policies and partnerships that recognize refugees not as passive recipients of aid but as active agents shaping resilient, interconnected futures.

Keywords: Global displacement, Community mobilization, Marginalized population, Digital divide, Global employment

Akıllı Telefon Bağımlılığının Çalışma Hayatına Yansımasının Yönetici Sosyotelizmi Bağlamında Değerlendirilmesi

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ÖZET

Dijitalleşme bireylerin sosyal hayatında olduğu gibi çalışma hayatında da birçok fırsat ve kolaylık sağlamaktadır. Ancak dijitalleşmenin sunduğu imkânlarla birlikte dijital teknolojilerin aşırı kullanımı dijital bağımlılığı da beraberinde getirmektedir. Son yıllarda giderek yaygınlaşan dijital bağımlılık türlerinden biri de akıllı telefon bağımlılığıdır. Geçmişte yalnızca iletişim amacıyla kullanılan telefonların yerini alan akıllı telefonların kullanım kapsamı genişlemekte, kullanım sıklığı yoğunlaşmakta ve buna bağlı olarak akıllı telefon bağımlılığı artmaktadır. Akıllı telefon bağımlılığındaki artış çalışma hayatına da yansımakta ve bireysel olduğu kadar örgütsel anlamda da bir takım sorunlara yol açmaktadır. Yöneticilerin çalışanlar ile iletişiminde odaklanma problemi ve dikkat dağınıklığına neden olabilen akıllı telefon bağımlılığı örgütsel güveni ve verimliliği düşürebilmektedir. Yönetici sosyotelizmi olarak ifade edilen bu durumun sonuçlarının kapsamlı bir şekilde değerlendirilmesi dijital bağımlılığın bireysel ve örgütsel yansımalarının görülmesi açısından oldukça önemlidir. Çalışmada, akıllı telefon bağımlılığının çalışma hayatında yarattığı sorunlar yönetici sosyotelizmi bağlamında ele alınmakta ve böylece dijital bağımlılığın genişleyen etki alanının ortaya konulması amaçlanmaktadır.
Anahtar Kelimeler: Dijital bağımlılık, Akıllı telefon bağımlılığı, Çalışma hayatı, Yönetici sosyotelizmi

Evaluation of The Reflection of Smartphone Addiction on Working Life in The Context of Boss Phubbing

ABSTRACT

Digitalization provides many opportunities and conveniences in both the social and working life of individuals. However, along with the opportunities offered by digitalization, excessive use of digital technologies also brings about digital addiction. One type of digital addiction that has become increasingly common in recent years is smartphone addiction. Smartphones, which have replaced telephones that were once used solely for communication, are being used more and more frequently, and consequently, smartphone addiction is increasing. The rise in smartphone addiction is also reflected in working life and is causing a number of problems, both individually and organizationally. Smartphone addiction, which can lead to focus problems and distractions in managers' communication with employees, can reduce organizational trust and productivity. A comprehensive assessment of the consequences of this phenomenon, referred to as boss phubbing is crucial for understanding the individual and organizational reflections of digital addiction. This study examines the problems created by smartphone addiction in working life within the context of boss phubbing, aiming to reveal the expanding scope of digital addiction.
Keywords: Digital addiction, Smartphone addiction, Working life, Boss phubbing

Lexical Issues in Political Speeches

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ABSTRACT

The speech, titled "Lexical Issues in Political Speeches," addresses the role of language in political communication and the importance of lexical resources used by politicians to influence their audiences. The speech focuses on analyzing the vocabulary used in public speeches, highlighting the persuasive, emotional, and ideological functions of political language. Particular attention is paid to linguistic phenomena such as metaphors, euphemisms, political slogans, evaluative expressions, and linguistic manipulation. The speech demonstrates how carefully selected vocabulary influences the construction of a politician's image, forging relationships with audiences, and shaping public opinion. The aim of the speech is to present the relationship between language and the effectiveness of political communication and to demonstrate that political language serves not only an informative function but, above all, a persuasive one. An analysis of examples of political speeches reveals that vocabulary choice can reinforce ideological messages, simplify social reality, and influence how society interprets political events.

Keywords: Political Language, Lexical Analysis, Political Communication, Persuasion, Linguistic Manipulation, Metaphor, Public Speech

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Dijital Çağda İletişim Dinamiklerinin Dönüşümü: Yüzeyselleşme mi, Yeni Bir Uyum Süreci mi?

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ÖZET

Bu çalışma, dijitalleşmenin etkisiyle dönüşen iletişim dinamiklerini, özellikle sosyal medya bağlamında ele almayı amaçlamaktadır. Geleneksel iletişim biçimlerinin yerini giderek daha hızlı, kısa ve yüzeysel etkileşimlerin aldığı günümüzde, iletişimin niteliği üzerine tartışmalar artmaktadır. Duyguların yerini tepkilerin, derinliğin yerini görünürlüğün aldığı bu yeni düzende, bireyler arası etkileşimin daha "ruhsuz" bir forma evrildiği yönünde eleştiriler öne çıkmaktadır.

Çalışmada, sosyal medya platformlarının iletişim süreçlerini nasıl yeniden şekillendirdiği; hız, tüketim odaklılık ve görünürlük ekseninde incelenmektedir. Bu bağlamda, bireylerin iletişim kurma biçimlerinin yalnızca değişmediği, aynı zamanda yeniden tanımlandığı ileri sürülmektedir. Emojiler, kısa mesajlar ve anlık paylaşımlar gibi unsurlar, yeni iletişim dinamiklerinin temel bileşenleri olarak değerlendirilirken, bu dönüşümün insan ilişkilerinde anlam kaybına yol açıp açmadığı sorgulanmaktadır.

Araştırma, literatür taramasına dayalı nitel bir yaklaşımla yürütülmüştür. Elde edilen bulgular, dijital iletişimin yüzeyselleşme eğilimi taşıdığını ancak aynı zamanda yeni bir uyum ve ifade biçimi sunduğunu göstermektedir. Sonuç olarak, bireylerin bu dönüşüme tamamen teslim olmak yerine, iletişimin derinlik boyutunu koruyacak bilinçli bir denge geliştirmesi gerektiği vurgulanmaktadır.

Anahtar Kelimeler: Dijital İletişim, Sosyal Medya, İletişim Dinamikleri, Yüzeyselleşme, Dijital Kültür

Transformation of Communication Dynamics in the Digital Age: Superficiality or a New Adaptation Process?

ABSTRACT

This study aims to address the communication dynamics that have transformed with the effect of digitalization, especially in the context of social media. Today, traditional forms of communication are increasingly replaced by faster, short and superficial interactions, debates on the quality of communication are increasing. In this new order, where emotions are replaced by reactions and depth is replaced by visibility, criticisms that interpersonal interaction has evolved into a more "soulless" form.

In the study, how social media platforms reshape communication processes is examined in the axis of speed, consumption orientation and visibility. In this context, it is claimed that the way individuals communicate are not only changed, but also redefined. While elements such as emojis, text messages and instant sharing are considered as the main components of new communication dynamics, it is questioned whether this transformation leads to loss of meaning in human relations.

The research was conducted with a qualitative approach based on literature review. The findings show that digital communication tends to be superficialized but also offers a new form of harmony and expression. As a result, it is emphasized that instead of surrendering completely to this transformation, individuals should develop a conscious balance that will maintain the depth dimension of communication.

Keywords: Digital Communication, Social Media, Communication Dynamics, Superficialization, Digital Culture

Yol Medeniyet ve Savaş

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ÖZET

Günümüz dünyasından geçmişe insanlık tarihine bakıldığında, insanlığın uzun bir tarihi süreçte iletişim aracı olarak yolları kullandığı görülür. İnsanlığın gelişmesine paralel olarak yollar çoğalmış, iyileştirilmiş ve iyileştirilmeye devam edilmektedir. Bir başka ifadeyle insanlık uygarlık alanında gelişme gösterdikçe yollarda ona paralel olarak gelişmiştir. Bu duruma uzun bir tarihi süreçte şahitlik eden İpek Yolu'dur. Hemen hemen tüm eski dünyayı gerek ana gerekse tali yollarla çevreleyen İpek Yolu'na Türkiye açısından bakıldığında, kabaca İstanbul'dan başlayıp Çin'de son bulur. Öte yandan insanlığın uygarlık tarihine bakıldığında ise askeri, adli, dini, ekonomik, idari, sanatsal, siyasi ve sosyal açıdan tüm gelişmelerin İpek Yolu'yla doğrudan ya da dolaylı olarak gelişme gösterdiği görülür. Tarihi süreçte, İpek Yolu'nun dışında gelişen yollar ise Baharat Yolu, Kürk Ticareti Yolu, Köle Ticareti Yolu ve Hac Yolu vb. Günümüz dünyasında neredeyse hızını yetişilemez hale gelen teknolojik gelişmelere paralel olarak gelişen iletişim dünyasına karşın, iletişim aracı olarak deniz, hava ve kara yolları geçmişte nasıl önemliyse, bugün de önemlidir. Bu bilgiler doğrultusunda "Yol Medeniyettir" deyiminden hareketle; günümüzde insanının medeniyetin zirvesine ulaşacak durumda iken savaşı gündeminden çıkaramamasının başlıca nedeni ne olabilir? Askeri mi? Adli mi? Dini mi? Ekonomik mi? İdari mi? Siyasi mi? Ya da sosyal mi? Hangisi?

Bu çalışmada fenomenolojik bir yaklaşımla nitel bir yöntem izlenmek suretiyle yukarıda belirtilmiş olan sorulara cevap aranacaktır.

Anahtar Kelimeler: Askeri, Ekonomi, İpek Yolu, Medeniyet, Savaş, Yol.

ABSTRACT

Looking back at human history from the perspective of the present day, it is evident that humanity has used roads as a means of communication throughout a long historical period. As humanity has developed, roads have multiplied, improved, and continue to improve. In other words, as humanity has progressed in the field of civilization, roads have developed in parallel. The Silk Road is a testament to this over a long historical period. Encircling almost the entire ancient world with both main and secondary routes, the Silk Road, from Turkey's perspective, roughly begins in Istanbul and ends in China. On the other hand, looking at the history of human civilization, it is seen that all developments in military, judicial, religious, economic, administrative, artistic, political, and social aspects have developed directly or indirectly through the Silk Road. In addition to the Silk Road, other developed routes throughout history include the Spice Route, the Fur Trade Route, the Slave Trade Route, and the Pilgrimage Route, etc. In today's world, with its almost unstoppable pace of technological advancements and the rapidly evolving world of communication, sea, air, and land routes remain as important as they were in the past. Based on this information, from the phrase "The Way is Civilization"; What could be the main reason why a person today cannot remove war from the agenda when he is in a position to reach the peak of civilization? Military? Judicial? Religious? Economic? Administrative? Political? Or social? Which one?

This study will seek answers to the above-mentioned questions using a qualitative method with a phenomenological approach.

Keywords: Military, Economy, Silk Road, Civilization, War, Road.

"Digital HRM Practices and Employee Performance in the Indian Telecom Industry: The Role of Analytics and Automation"

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ABSTRACT

Human Resource Management (HRM) practices have evolved significantly in the digital era, particularly in service-driven industries such as telecommunications. With rapid technological advancements and increasing competition, organisations are focusing on strategic HRM (SHRM) practices to enhance employee performance. This study examines the impact of training and development, compensation, and employee participation on employee performance in the Indian telecom sector. Data were collected from 100 employees using a structured questionnaire and analysed using statistical tools such as correlation and regression. The findings indicate that training and compensation have a significant positive impact on employee performance, while employee participation shows a comparatively moderate effect. The study highlights the importance of aligning HR practices with digital transformation to improve organisational outcomes.
Keywords: Strategic HRM, Employee Performance, Telecom Sector, Training, Compensation

Hakikatin Dijital Krizi: Post-Truth Dönemde Sosyal Medya

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ÖZET

Dijital iletişim teknolojilerinde yaşanan hızlı dönüşüm, sosyal medya platformlarını bilgi üretimi, dolaşımı ve tüketimi açısından merkezi mecralar haline getirmiştir. Bununla birlikte bu dönüşüm, bilgiye erişimi kolaylaştırırken doğruluk, güvenilirlik ve hakikat algısı açısından yeni sorun alanlarını da beraberinde getirmiştir. Bu bağlamda post-truth (hakikat sonrası) kavramı, özellikle sosyal medya ortamında nesnel gerçekliğin etkisinin zayıflaması; yalan, abartılı söylem, propaganda ve çarpıtılmış içeriklerin yaygınlaşmasıyla birlikte daha görünür bir hâle dönüşmüştür. Sosyal medya ağlarında hakikat ile yalan arasındaki sınırların bulanıklaşması, bireylerin bilgi edinme süreçlerini doğrudan etkilemekte; ideolojik, duygusal ve siyasal yönelimlerin nesnel olguların önüne geçmesine yol açmaktadır. Bu durum yalnızca iletişimsel bir sorun üretmemekte, aynı zamanda toplumsal güvenin aşınması, kamusal aklın zayıflaması ve kurumların meşruiyetinin sorgulanması gibi çok boyutlu sonuçlar doğurmaktadır. Bu çalışma, post-truth söylemini sosyal medya içerikleri bağlamında ele almayı ve kavramın farklı araştırmacılar tarafından nasıl değerlendirildiğini incelemeyi amaçlamaktadır. Çalışma, literatür taramasına dayanan kuramsal ve yorumlayıcı nitel bir araştırma olarak tasarlanmıştır. Araştırmada, sosyal medya platformlarının hız, düşük maliyet, erişilebilirlik ve algoritmik görünürlük gibi yapısal özellikleri nedeniyle hakikat sonrası söylemin yaygınlaşması için elverişli bir zemin oluşturduğu vurgulanmaktadır. Sonuç olarak çalışma, sosyal medya ve post-truth ilişkisinin yalnızca iletişimsel bir mesele olarak değil; ekonomik, sosyal, organizasyonel ve teknolojik boyutları bulunan disiplinlerarası bir sorun alanı olarak değerlendirilmesi gerektiğini savunmaktadır. Bu bağlamda sosyal medya, yalnızca yanlış bilginin dolaşıma girdiği bir yer değil, hakikatin aşındığı yeni bir gerçeklik alanı rejiminin üretildiği bir ortam olarak değerlendirilmektedir. Bu nedenle dijital okuryazarlığın geliştirilmesi ve sosyal medya platformlarının daha etik, şeffaf ve sorumlu bir yaklaşım göstermesi, hakikat sonrası söylemle mücadelede temel gereklilikler olarak öne çıkmaktadır.

Anahtar Kelimeler: Sosyal Medya, Post-Truth, Gerçeklik, Dezenformasyon, Teknoloji

The Digital Crisis of Truth: Social Media in the Post-Truth Era

ABSTRACT

The rapid transformation of digital communication technologies has made social media platforms central arenas for the production, circulation, and consumption of information. At the same time, however, this transformation has not only facilitated access to information but also introduced new problem areas in terms of accuracy, reliability, and the perception of truth. In this context, the concept of post-truth has become increasingly visible, particularly in social media environments where the influence of objective reality has weakened and falsehoods, exaggerated discourses, propaganda, and distorted content have become more widespread. The blurring of the boundaries between truth and falsehood on social media networks directly affects individuals processes of acquiring information and leads ideological, emotional, and political orientations to take precedence over objective facts. This situtaion produces not only a communicational problem, but also multidimensional consequences such as the erosion of social trust, the weakening of public reason, and the questioning of institutional legitimacy. This study aims to address post-truth discourse within the context of social media content and to examine how the concept has been interpreted by different scholars. The study is designed as a theoretical and interpretive qualitative research based on a literature review. It emphasizes that, due to structural features such as speed, low cost, accessibility, and algorithmic visibility, social media platforms provide a favorable ground for the widespread diffusion of post-truth discourse. In conclusion, the study argues that the relationship between social media and post-truth should be evaluated not merely as a communicational issue, but as an interdisciplinary problem area encompassing economic, social media is regarded not simply as a scape where misinformation circulates, but as an environment in which a new regime of reality is produced and truth is gradually eroded. Therefore, the development of digital literacy and the adoption of more ethical, transparent, and responsible approaches by social media platforms emerge as fundamental requirements in combating post-truth discourse.

Keywords: Social Media, Post-Truth, Reality, Disinformation, Technology

Prioritization of Leagile Supply Chain Enablers in the Indian Automobile Sector Using VIKOR-Based Multi-Criteria Decision-Making Approach

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ABSTRACT

Supply chain management plays a vital role in enhancing competitiveness and operational efficiency across various industrial sectors, particularly in the rapidly evolving Indian automobile industry. The present study aims to identify and prioritize the key enablers of a leagile supply chain system and evaluate their relative importance using the VIKOR multi-criteria decision-making approach. The integration of lean and agile paradigms has become essential to achieve a balance between cost efficiency and responsiveness in dynamic market conditions. In this context, the study contributes to operations management by supporting resource optimization, minimizing waste, and improving overall productivity through structured decision-making.

The methodology adopted in this research involves the application of the VIKOR technique to rank nine identified leagile supply chain enablers derived from an extensive literature review and expert opinions. The VIKOR approach facilitates compromise ranking by considering both group utility and individual regret, thereby enabling a balanced evaluation of conflicting criteria. The results indicate that customer responsiveness emerges as the most significant enabler, followed by process integration and information sharing, highlighting their critical role in strengthening supply chain performance in the Indian automobile sector. From a practical perspective, the study provides valuable insights for industry practitioners aiming to implement leagile strategies to meet fluctuating customer demands while maintaining cost-effectiveness.

Keywords: Leagile Supply Chain, VIKOR Method, Multi-Criteria Decision Making, Indian Automobile Sector, Supply Chain Enablers, Sustainability

Subject: Development of second-generation agriculture and contribution to food self-sufficiency in Africa: the case of CIPRESA Consulting SARL

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ABSTRACT

CIPRESA Consulting SARL is an international agricultural services firm established in 2017 and currently undergoing significant development. The firm is located in Cameroon, in the Central Region, Méfou-et-Akono Department, Mbankomo Subdivision, in the town of Nomayos. The structure that is the subject of this study has captured the attention of farmers, agricultural workers, and scientists. The objective is to analyze the contribution of second-generation agriculture to meeting food needs in Africa. To achieve this objective, a methodology has been developed based on observations, interviews with field staff, modern plant propagation methods such as fruit tree grafting, seed pre-germination, modern intensive nurseries, agricultural mechanization, soil analysis, and agricultural intensification. In addition to this, secondary digital and library data were collected, along with field photography. The resulting cross-referencing of data reveals that CIPRESA Consulting SARL is a young agricultural organization that emphasizes innovative production techniques such as automated solar irrigation, high-performance seed multiplication, technical approaches and intensification, and the structuring of agricultural projects. The use of all these techniques leads to increased production, the professionalization of farmers, and a contribution to food security through the development of seeds, nurseries, and seedlings. Africa's future depends on the development of improved agriculture that combines both profitability and sustainability.
Keywords: second-generation agriculture, participation, food crisis, sustainability, CIPRESA Consulting.

Exploring a Non- Linear AR(1) model with finite mixture of Gaussian Innovations

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ABSTRACT

Nonlinear time series models are a class of statistical models used to analyze and predict time series data where the relationship between variables is not assumed to be linear. Over the years, researchers have used these models to model a variety of time series data. A usual assumption in the model often assumes a Gaussian distribution for the innovations. However, this approach fails to capture the multimodal nature of innovations, which can be present in real-world scenarios. In such cases, a single Gaussian density is not adequate to represent the distribution of innovations. In this regard, the present study proposes a {finite mixture of Gaussian distributions for modeling innovations} in a {nonlinear AR(1) process}. To support the idea, a simulation study is conducted for different cases of the models specifying the number of components in the mixture distribution. Further, to show the application, an empirical analysis is done on a real-time data set that justifies the proposed theory.

Keywords : Finite Mixture Distribution, Innovations, Non Linear models, Multimodal, AR(1).

SDG 16 & SDG 17 Based Policy Analysis Using Logistic Regression

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ABSTRACT

This study employs logistic regression as a statistical framework to examine the determinants of effective governance, institutional quality, and multi-stakeholder partnerships in the context of Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions) and SDG 17 (Partnerships for the Goals). Using binary logistic models, the analysis investigates the probability of achieving key policy outcomes including institutional transparency, rule of law compliance, corruption reduction, and the formation of cross-sector development partnerships across a panel of developing and transitional economies. Drawing on data from governance indices, household surveys, and international development databases, the study identifies significant predictors such as public trust in institutions, legislative effectiveness, financial inclusion, and technology access. The marginal effects derived from the logistic estimates reveal that institutional capacity and inter-governmental cooperation are statistically significant drivers of sustainable policy outcomes. Furthermore, odds-ratio interpretation is applied to assess how shifts in socioeconomic and political variables alter the likelihood of SDG-aligned progress. Findings offer applied methodological insights for policymakers, highlighting how logistic regression can serve not only as a diagnostic instrument but also as a predictive tool for evidence-based institutional reform. The results underscore the critical role of data-driven governance frameworks in accelerating progress toward inclusive, accountable, and globally cooperative development agendas.

Keywords: Logistic Regression, Institutional Quality, Governance, Policy Analysis, Applied Econometrics, Sustainable Development.

Digitalization And Public Administration Reform In Azerbaijan: Opportunities And Constraints

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ABSTRACT

This study examines the impact of digitalization on public policy and examines the main challenges and development prospects it poses for Azerbaijan. In recent years, the rapid development of information and communication technologies has significantly reshaped public administration and allowed governments to deliver services in a more efficient, transparent and citizen-oriented manner. The expansion of e-government platforms, the use of digital management tools and the automation of public services in Azerbaijan demonstrate the ongoing transformation of the administrative system.

At the same time, digital transformation is not without challenges. Issues such as digital inequality, cybersecurity risks, gaps in the legal framework and the lack of qualified human resources continue to limit its full potential. However, digitalization also creates new opportunities to increase efficiency, promote innovation and accelerate economic growth. Therefore, it is important to ensure a balanced approach that combines institutional reforms, technological progress and human capital development. Strengthening cooperation between the public and private sectors is crucial for the successful implementation of digital transformation. At the same time, increasing citizens' digital skills and providing access to inclusive technologies can ensure the sustainability of this process. Targeted strategies implemented in this direction will also contribute to increasing the country's global competitiveness.

Keywords: Digitalization in public administration, E-government, Artificial intelligence and big data, Digital services, ASAN Service system

Technology Acceptance of Education Technology Toward User Engagement an Empirical Study in East Java

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ABSTRACT

The rapid expansion of digital platforms in the education sector has created growing demand for understanding the factors that shape parents' adoption and engagement with educational technology. This study examines the determinants of intention to use an educational technology application and the subsequent effect on user engagement, using the Unified Theory of Acceptance and Use of Technology (UTAUT) as the analytical framework. Data were obtained through an online survey of parents in East Java who actively use the ABC application. Structural analysis reveals that performance expectancy, effort expectancy, and social influence each have a positive and statistically significant influence on behavioural intention. Behavioural intention, in turn, strongly predicts user engagement within the application. These findings underscore the critical importance of perceived usefulness, ease of use, and community-driven encouragement in strengthening technology acceptance and sustaining engagement. The study offers practical implications for educational leaders, platform developers, and policymakers seeking to enhance parent involvement and optimize digital service adoption in the education ecosystem. It also contributes to the broader literature on technology acceptance by reaffirming the relevance of UTAUT in parent-cantered educational contexts.
Keywords: Educational Technology, User Engagement, UTAUT, Behavioural Intention, Performance Expectancy, Effort Expectancy, Social Influence.

Coal Transitions and Employment Policies in Continental Europe: Selected Successful Examples and Türkiye

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ABSTRACT

Fossil fuels constitute one of the most fundamental dynamics of global warming. Therefore, coal transitions are central of climate policies. Addressing policies not only in their environmental but also in their economic and social dimensions is fundamental to successfully managing this process. The key implications of this approach, which prioritizes green economy-based approaches, are undoubtedly seen in labor market dynamics. Similarly, just transition approaches that leave no one behind are possible with the right employment policies. So the main objective of this study is: To determine the fundamental dynamics of successfully managing energy transitions in an employment-oriented manner, from the perspective of employment policies. Methodologically, the examples of Germany, Spain, Sweden, the United Kingdom, Denmark, and Poland were examined within the framework of comparative case analysis. These examples were selected by considering continental European countries that have successfully managed coal transit routes. The following key features were considered in these examples: net-zero targets, just transition approaches, fiscal policies, employment policies, legal frameworks, economic budgets, and social implications.

In conclusion, differences in models are noticeable in transition policies. While taxation plays an effective role in fiscal terms, funding support in budget and governance is reflected in social welfare. Fundamental transitions are seen not only as an environmental problem but also as an economic opportunity. Rapid adaptation to alternative energy sources is supported by re-qualification policies. In Germany, a multi-stakeholder commission is emphasized; in Spain, regional and societal development; in Sweden, socio-technological transition; in the United Kingdom, the Scottish Just Transition Commission; in Denmark, a hybrid model (public sector + market); and in Poland, regional planning focused on external funding, primarily EU funds. Similarly, for miners, direct and concrete solutions, worker adaptation, lifelong learning, social inclusion, and policies tailored to regional differences are effective. So, the experiences of these countries, in terms of their high-carbon economic structure, regional vulnerabilities, and green employment potential, are of significant importance in determining transition policies for Türkiye.

Keywords: Coal Transitions, Employment, Continental Europe, Türkiye

Üniversite Hazırlık Sınıfı Öğrencilerinin İngilizce Öğretimine İlişkin Görüşleri

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ÖZET

Bu araştırmanın temel amacı, bir devlet üniversitesi İngilizce hazırlık sınıfı öğrencilerinin İngilizce öğretim sürecine dair algılarını, öğretim elemanı yeterliliği, öğretim yöntemleri ve materyalleri, öğrenme ortamı, ölçme-değerlendirme uygulamaları ve program geliştirme önerileri bağlamında derinlemesine incelemektir. Araştırma, nitel araştırma yaklaşımlarından durum çalışması desenini benimseyerek yürütülmüştür. Çalışma grubu, İngilizce hazırlık eğitimi alan 16 öğrenciden oluşmaktadır. Veriler, beş açık uçlu sorudan meydana gelen yazılı görüş formu aracılığıyla toplanmış ve tematik analiz yöntemi kullanılarak analiz edilmiştir. Analiz sonucunda, öğretim elemanı yeterliliği, iletişim, uygulamalı ve etkileşimli dil öğrenme ihtiyacı, materyal/kitap ve teknoloji kullanımı, öğrenme ortamı, ölçme-ödev-geri bildirim ve program geliştirme konularında altı ana tema tespit edilmiştir. Bulgular, öğrencilerin öğretim elemanlarını hazırlıklı ve destekleyici bulduğunu, ancak İngilizce öğretiminin daha fazla konuşma, dinleme ve pratik içermesi gerektiğini ortaya koymaktadır. Materyal ve teknoloji kullanımı olumlu değerlendirilirken, ısı ve havalandırma koşulları ile sınavların ezber odaklı olması gibi hususlar eleştirilmiştir. Araştırma, hazırlık programlarının düzenli öğrenci görüşleri ile izlenmesi ve özellikle üretici dil becerilerinin güçlendirilmesi gerektiğini göstermektedir.
Anahtar Kelimeler: İngilizce Hazırlık Sınıfı, Öğrenci Görüşleri, Tematik Analiz, İngilizce Öğretimi

University Preparatory Class Students' Views on English Language Teaching

ABSTRACT

The aim of this study is to examine in depth the perceptions of a university English preparatory class students about the English teaching process in the context of instructor competence, teaching methods and materials, learning environment, assessment and evaluation practices and program development recommendations. The research was carried out by adopting the case study design, one of the qualitative research approaches. The study group consists of 16 students who receive English preparatory education. The data were collected through a written opinion form consisting of five open-ended questions and analyzed using the thematic analysis method. As a result of the analysis, six main themes were identified in terms of instructor competence, communication, the need for applied and interactive language learning, the use of materials/books and technology, the learning environment, assessment-homework-feedback and program development. The findings reveal that students find the instructors prepared and supportive, but English teaching needs to include more speaking, listening, and practice. While the use of materials and technology was evaluated positively, issues such as heat and ventilation conditions and the memorization-oriented nature of the exams were criticized. The research shows that preparatory programs should be monitored with regular student opinions and especially productive language skills should be strengthened.
Keywords: English Preparatory Class, Student Views, Thematic Analysis, English Language Teaching

İngilizce Hazırlık Sınıfı Öğrencilerinin Üretici Dil Becerilerine Yönelik Beklentileri: Nitel Bir İnceleme

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ÖZET

Bu araştırmanın amacı, bir devlet üniversitesinde öğrenim gören İngilizce hazırlık okulu öğrencilerinin üretici dil becerileri olan konuşma ve yazma becerilerine yönelik beklentilerini incelemektir. Araştırma, nitel araştırma yaklaşımlarından durum çalışması deseniyle yürütülmüştür. Çalışma grubu, 7 kadın, 1 erkek olmak üzere 8 üniversite İngilizce hazırlık öğrencisinden oluşmaktadır. Araştırma sürecinde kullanılan veriler, yarı yapılandırılmış görüşme formları vasıtasıyla toplanmış ve yapılan tematik analiz sonucunda araştırma konusuyla ilgili olarak beş ana tema belirlenmiştir: öğrenenlerin pratik yapma beklentisi, yazma becerisi geliştirme, öğretim elemanı rolü, geri bildirim ve değerlendirme, sosyal-fiziksel öğrenme ortamı. Öğrenciler konuşma becerisini geliştirmek için daha fazla etkinlik, grup çalışması ve pratik talep ederken, yazma becerisi için daha fazla uygulama ve destekleyici kaynaklar talep etmiştir. Öğretim elemanlarının derse ve öğrenenlere karşı yaklaşımı ve öğrenenlere sınıfta eşit söz hakkı, öğrenenlerin hata yapma konusunda korkmamaları ve güvenli sosyal ortam konuşma pratiği için önemlidir. Araştırma sonucunda elde edilen bulgular, üniversite İngilizce hazırlık programlarında konuşma ve yazma becerilerinin daha entegre edilmesini önermektedir.
Anahtar Kelimeler: İngilizce Hazırlık Sınıfı, Öğrenci Görüşleri, Tematik Analiz, İngilizce Öğretimi

English Preparatory Class Students' Expectations Towards Productive Language Skills: A Qualitative Study

ABSTRACT

The aim of this study is to examine the expectations of English preparatory school students studying at a state university towards speaking and writing skills, which are productive language skills. The research was carried out with a case study design, one of the qualitative research approaches. The study group consisted of 8 university English preparatory students, 7 female and 1 male. The data used in the research process were collected through semi-structured interview forms and as a result of the thematic analysis, five main themes were determined regarding the research topic: learners' expectation to practice, writing skill development, instructor role, feedback and evaluation, social-physical learning environment. Students demanded more activities, group work, and practice to improve speaking skill, while more practice and supportive resources for writing skill. The approach of the instructors towards the lesson and the learners, the equal voice of the learners in the classroom, the learners' not being afraid of making mistakes and the safe social environment are important for speaking practice. The findings obtained as a result of the research suggest that speaking and writing skills should be more integrated in university English preparatory programs.
Keywords: English Preparatory Class, Student Views, Thematic Analysis, English Language Teaching

The Digital Divide in Care: Human Connections in the Age of Telehealth

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ABSTRACT

This research explores the nuanced lived experiences of patients navigating the shift from traditional face-to-face consultations to digital health platforms. While quantitative data often highlights the efficiency of telemedicine, this study adopts a qualitative, phenomenological approach to understand the human dimension of virtual care. Through in-depth, semi-structured interviews with thirty individuals managing chronic conditions, we sought to uncover how the absence of physical presence reshapes the therapeutic alliance and the patient's sense of being "heard." The narrative analysis reveals a complex spectrum of emotional and practical responses. Participants frequently described a newfound sense of autonomy and "environmental comfort" by engaging in care from their own homes, which reduced the clinical anxiety often associated with hospital settings. However, a recurring theme of "digital alienation" also emerged, where patients felt that the screen acted as a barrier to empathetic communication, leading to concerns that subtle physical symptoms or emotional cues might be overlooked. The findings further highlight a significant "technological learning curve" that, for some, added a layer of stress to the medical encounter, while for others, it fostered a deeper partnership with their healthcare providers through shared digital tools. Ultimately, the study identifies that the success of telemedicine is not merely technical but deeply rooted in maintaining a "human touch" across the digital divide. The narratives suggest that while convenience is highly valued, patients still yearn for a hybrid model that preserves the intimacy of traditional medicine. These insights underscore the need for healthcare policies to move beyond technical accessibility and focus on developing "digital bedside manners" to ensure that the transition to virtual care does not compromise the quality of the patient-provider relationship.

Key Words: Telemedicine, Patient Experience, Therapeutic Alliance, Digital Health.

Justice Algorithmed: The Erosion of Liability in the Digital Age

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ABSTRACT

This research critically examines the structural challenges that autonomous systems pose to the traditional foundations of civil liability and the principle of legal certainty. As artificial intelligence increasingly assumes roles historically reserved for human decision-makers, the legal framework finds itself at a crossroads, struggling to reconcile centuries-old doctrines of "fault" and "causality" with the opaque operations of black-box algorithms. This study adopts a qualitative, doctrinal approach to explore the shifting landscape of accountability, moving beyond a purely legislative analysis to investigate the socio-legal implications of delegating judicial and administrative agency to non-human actors. The narrative inquiry highlights a growing "accountability gap," where the complexity of machine learning processes creates a vacuum in the assignment of negligence. Through an analysis of emerging case law and legal philosophy, the study reveals how the current focus on technological efficiency often overshadows the fundamental right to a transparent and contestable trial. Legal experts and stakeholders interviewed for this research voiced profound concerns regarding the "dehumanization of judgment," arguing that the reduction of complex human disputes to data points threatens the inherent dignity of the legal subject. Furthermore, the findings suggest that the blind application of standard product liability laws to AI fails to account for the dynamic and evolving nature of autonomous learning, leaving victims in a state of procedural vulnerability. Ultimately, this research argues that the digital transformation of justice requires more than mere regulatory updates; it demands a fundamental re-evaluation of what constitutes a "legal person" and a "reasonable act" in a post-human era. The conclusions emphasize that for the rule of law to remain resilient, the legal system must prioritize human-centric oversight, ensuring that transparency and interpretability remain the cornerstones of any digital judicial evolution. These insights serve as a critical call to action for policymakers to develop robust ethical-legal safeguards that protect individual rights against the silent encroachment of algorithmic governance.
Key Words: Legal Theory, Artificial Intelligence, Civil Liability, Algorithmic Accountability, Rule of Law.

Digital Altars: The Transformation of Sacred Space in Virtual Communities

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ABSTRACT

This research explores the profound reconfiguration of religious practice and the perception of sacredness within the context of increasing global digitalization. As traditional religious institutions migrate toward virtual platforms, the fundamental distinction between the "sacred" and the "profane" undergoes a significant, and often controversial, transformation. This study adopts a qualitative, phenomenological approach to understand how practitioners experience spiritual transcendence when the physical sanctuary is replaced by a digital interface. Through in-depth interviews and ethnographic observation of online liturgical gatherings, the study captures the lived reality of believers navigating the tension between ancient tradition and technological mediation.

The narrative findings suggest that while the physical "place" of worship is absent, a new form of "digital presence" is emerging, allowing for a democratization of ritual access that transcends geographical and physical boundaries. Participants described a complex process of "domesticating the sacred," where the home environment is temporarily sanctified through digital participation, yet they also voiced a lingering sense of "sensory loss." The absence of incense, collective chanting, and physical touch—elements central to the incarnational nature of many faiths—creates a paradoxical experience of being simultaneously connected and isolated. The analysis reveals that for many, the screen does not merely broadcast a ritual but becomes a threshold, though one that requires a higher degree of imaginative and emotional labor to maintain a sense of divine mystery.

Ultimately, this research argues that digital religion is not a mere substitute for traditional practice, but a distinct theological and sociological phenomenon that challenges established ecclesial structures. The findings highlight a shift from institutional authority toward personalized, networked spiritualities, where the community is defined by shared digital intent rather than shared physical space. These insights emphasize the need for a deeper theological reflection on the nature of "presence" in the 21st century, suggesting that the future of religious life will be increasingly defined by hybrid identities that bridge the gap between the material and the virtual.

Key Words: Digital Religion, Sacred Space, Virtual Ritual, Phenomenology of Faith.

The Economy of Great Britain and Poland - Legal and Economic Aspects

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ABSTRACT

The speech, titled "The British and Polish Economies – Legal and Economic Aspects," focuses on the contemporary governance systems of the United Kingdom and Poland and the legal factors influencing their development. The presentation outlines the key characteristics of both economies, highlighting the market economic policy, and legal regulations concerning entrepreneurship, regulation, and their effects. Particular attention is paid to the impact of Poland's membership in the European Union and the consequences of Brexit on the British economy and financial relations between the two countries. The presentation addresses the role of commercial and common law in ensuring economic stability and fostering competitiveness in the online market. The presentation aims to demonstrate that, despite these developments, both the United Kingdom and Poland face challenges related to contemporary issues, including inflation, energy transition, globalization, and technological development. The analysis emphasizes the freedom of application and regulatory authority as the foundations of both countries' economic development.

Keywords: British Economy, Polish Economy, Brexit, European Union Membership, Commercial Law, Economic Policy, Entrepreneurship Regulation

Algoritmik Dönüşüm Çağında Yapay Zeka Kaygısı: Çalışan Davranışları Üzerine Kavramsal Bir Değerlendirme

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ÖZET

Günümüzde hız kazanan dijitalleşme süreciyle birlikte yapay zekâ teknolojilerinin iş yaşamına entegrasyonu, çalışanlar açısından hem fırsatlar hem de çeşitli belirsizlikler doğurmaktadır. Özellikle iş güvencesine ilişkin endişeler, rol tanımlarındaki değişim ve yeni teknolojilere uyum gerekliliği, çalışanların yapay zekâya yönelik kaygı düzeylerini artırabilmektedir. Bu çalışma, yapay zekâ kaygısını çalışan davranışları çerçevesinde ele alarak kavramsal bir değerlendirme sunmayı amaçlamaktadır.

Bu kapsamda çalışmada, yapay zekâ kaynaklı kaygının çalışan davranışları üzerindeki etkisi teknostres yaklaşımı doğrultusunda ele alınmaktadır. Yapay zekâya yönelik kaygının çalışanların tutum ve davranışlarını doğrudan etkileyebileceği, aynı zamanda teknostres üzerinden dolaylı etkiler yaratabileceği değerlendirilmektedir. Bununla birlikte bireylerin yapay zekâya ilişkin bilgi ve beceri düzeylerinin, bu ilişkiler üzerinde belirleyici bir rol oynayabileceği öngörülmektedir. Önerilen kavramsal çerçevede, yapay zekâ kaygısının teknostresi artırdığı, teknostresin ise iş performansı, iş tatmini ve işten ayrılma niyeti gibi davranışsal sonuçları etkilediği kabul edilmektedir.

Sonuç olarak çalışma, yapay zekâ uygulamalarının çalışanlar üzerindeki etkilerinin yalnızca teknik boyutla sınırlı olmadığını, aynı zamanda psikolojik ve davranışsal süreçleri de kapsadığını ortaya koymakta; örgütlerin bu dönüşüm sürecinde çalışan uyumunu destekleyici uygulamalara yönelmesi gerektiğini vurgulamaktadır.

Anahtar Kelimeler: Yapay Zekâ Kaygısı, Teknostres, Çalışan Davranışları, Yapay Zekâ Okuryazarlığı

AI Anxiety in the Age of Algorithmic Transformation: A Conceptual Evaluation of Employee Behaviours

ABSTRACT

With the accelerating process of digitalization, the integration of artificial intelligence technologies into working life brings both opportunities and various uncertainties for employees. Concerns about job security, changes in role definitions, and the need to adapt to new technologies may increase employees' levels of anxiety toward artificial intelligence. This study aims to provide a conceptual evaluation of artificial intelligence anxiety within the framework of employee behaviors.

In this context, the effects of AI-related anxiety on employee behaviors are discussed through the technostress perspective. It is considered that artificial intelligence anxiety may influence employees' attitudes and behaviors directly, as well as indirectly through technostress. In addition, individuals' levels of knowledge and competence regarding artificial intelligence are expected to play a determining role in these relationships. Within the proposed conceptual framework, it is assumed that artificial intelligence anxiety increases technostress, which in turn affects behavioral outcomes such as job performance, job satisfaction, and turnover intention.

In conclusion, the study emphasizes that the impact of artificial intelligence applications on employees is not limited to technical aspects but also includes psychological and behavioral dimensions, and highlights the importance of organizational practices that support employee adaptation in this transformation process.

Keywords: Artificial Intelligence Anxiety, Technostress, Employee Behavior, AI Literacy

Artificial Intelligence (AI) and its Impact on The Job Market and Privacy

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ABSTRACT

This article discusses the impact of artificial intelligence on the job market and human privacy. AI is one of the most important technologies in the modern world and is developing rapidly. It is increasingly used in everyday life, medicine, education, and industry. Many people fear that artificial intelligence will replace humans in various professions. Jobs based on simple and repetitive tasks are most at risk. At the same time, the development of AI is creating new jobs related to technology and data analysis. Artificial intelligence can also assist people in performing professional duties. The article highlights the need to develop digital skills and technological education. Another important issue is the impact of AI on the privacy of internet users. Technology companies collect vast amounts of data about their users. AI systems analyze this information and create profiles based on their behavior. The use of facial recognition technology and mass surveillance of society can also be dangerous. The author also highlights the risks associated with data leaks and cyberattacks. Despite the risks, artificial intelligence brings many benefits, including medical advancements and improved security. In conclusion, it was emphasized that AI should be developed responsibly and in accordance with the principles of ethics and human rights protection.

Keywords: Artificial Intelligence, Labor Market, Digital Privacy, Data Protection, Automation, Digital Skills, Ethics

Beyond Awareness: Educating for Climate Action through Transformative Learning and Indigenous and Cultural Wisdom

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ABSTRACT

Climate change represents one of the most complex and urgent challenges of the 21st century, requiring not only technological innovation but also profound shifts in human values, behaviours, and leadership. This paper examines the role of transformative education in fostering climate action by integrating sustainability principles, Indigenous knowledge systems, and culturally embedded wisdom from Egyptian and Middle Eastern traditions. Drawing on transformative learning theory, the study argues that education must move beyond knowledge transmission toward experiences that reshape worldviews and cultivate agency.

Particular attention is given to adult education as a critical lever for change, given learners' professional influence and lived experience. Indigenous perspectives, including Mātauranga Māori, are positioned alongside long-standing ecological ethics found in Egyptian and Middle Eastern knowledge systems, which emphasise balance, stewardship, and collective responsibility. Through a reflective, practice-informed approach grounded in professional experience across Egypt and New Zealand, the paper advocates for a holistic and culturally responsive model of education. Such an approach enables the development of globally responsible citizens capable of contributing meaningfully to climate resilience.

Keywords: Transformative education; climate action; sustainability; adult education; Indigenous knowledge; Middle Eastern knowledge; global citizenship; climate resilience

Tek Kelimeyle Maneviyat: 6 Şubat Depremleri Sonrası Serbest Eczane Çalışanları Üzerine Bir İçerik Analizi*

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ÖZET

6 Şubat 2023 depremlerinin ardından, Adıyaman il ve ilçelerinde görev yapan serbest eczane çalışanlarının maneviyat algılarını anlamayı amaçlayan bu çalışmada, katılımcılardan yaşadıkları deneyimi tek bir kelimeyle ifade etmeleri istenmiştir. 01.02.2026–28.02.2026 tarihleri arasında, basit tesadüfi örnekleme yöntemiyle seçilen 161 kişiyle yüz yüze gerçekleştirilen anketten elde edilen veriler hem nicel hem nitel yöntemlerle analiz edilmiştir. Bulgular, katılımcıların en çok "korku", "şükür", "teslimiyet", "acı" ve "çaresizlik" gibi kavramlara başvurduğunu göstermektedir. Özellikle korku ve kaygı ifadeleri öne çıkarken, şükür ve teslimiyet gibi manevi vurguların da güçlü bir şekilde varlığını koruduğu görülmektedir. Yapılan nitel analizde ise ifadelerin; travmatik duygusal tepkiler, manevi başa çıkma, çaresizlik ve kontrol kaybı, dayanışma ve birlik, varoluşsal sorgulama, mesleki ve sistemsel sorunlar ile kabullenme ve iyileşme süreci olmak üzere yedi ana tema etrafında toplandığı anlaşılmıştır. Bu bulgular, eczane çalışanlarının deprem sonrası yoğun bir korku ve acı yaşadığını, ancak bu süreci büyük ölçüde manevi bir çerçevede anlamlandırarak baş etmeye çalıştığını ortaya koymaktadır. Sonuç olarak, maneviyatın afet sonrası dönemde hem bireysel dayanıklılığı güçlendiren hem de toplumsal bağları destekleyen önemli bir kaynak olduğu söylenebilir.

Anahtar Kelimeler: Deprem, Maneviyat, Serbest Eczane Çalışanları, Travma, Dini Başa Çıkma

Spirituality in a Single Word: A Content Analysis of Community Pharmacy Staff After the February 6 Earthquakes

ABSTRACT

Following the February 6, 2023 earthquakes, this study aimed to understand the spirituality perceptions of community pharmacy staff working in the province and districts of Adıyaman. Participants were asked to express their experiences in a single word. Data were collected through face-to-face surveys conducted between 01.02.2026 and 28.02.2026 using a simple random sampling method, reaching 161 participants. The data were analyzed using both quantitative and qualitative methods. The findings show that participants most frequently used the concepts of "fear," "gratitude," "surrender," "pain," and "helplessness." While fear and anxiety-related expressions were dominant, spiritual expressions such as gratitude and surrender also remained strongly present. The qualitative analysis revealed that the responses clustered around seven main themes: traumatic emotional reactions, spiritual coping, helplessness and loss of control, solidarity and unity, existential questioning, professional and systemic issues, and acceptance and recovery. These findings indicate that pharmacy staff experienced intense fear and distress following the earthquake yet largely attempted to cope with this experience through a spiritual framework. In conclusion, spirituality appears to be an important resource that enhances both individual resilience and social cohesion in the post-disaster period.

Keywords: Earthquake, Spirituality, Community Pharmacy Staff, Trauma, Religious Coping

*Bu bildiri, İrem TÜKENMEZ'in "6 Şubat Depremi Sonrasında Çalışan Maneviyatının Değerlendirilmesi: Adıyaman Serbest Eczane Çalışanları Üzerine Kesitsel Bir Araştırma" başlıklı Mezuniyet Projesinden üretilmiştir.

Tourism And Economic Growth: An Econometric Analysis

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ABSTRACT

This study investigates the dynamic relationships between tourism and economic growth. Focusing on a panel of selected countries—Algeria, Tunisia, Egypt, and Morocco—the analysis employs advanced econometric techniques, notably the panel autoregressive distributed lag (ARDL) model, using data spanning the period 1995–2023. The results highlight the complex interactions between economic expansion, environmental pressures, and tourism activity. This research underscores the need for integrated policy frameworks that effectively balance economic growth with environmental sustainability, particularly in rapidly urbanizing and tourism-dependent economies. In this context, the study recommends promoting cleaner energy sources and fostering sustainable tourism practices to enhance long-term ecological and economic resilience.
Keywords: Tourism, energy, pollution, economic growth.

Modelling The Interaction Between Tourism, Energy Consumption, Pollutant Emissions And Economic Growth In Selected North African Nations

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ABSTRACT

This study examines the dynamic interrelationships between tourism development, energy consumption, pollutant emissions, and economic growth in selected countries within some selected North African countries (Algeria, Tunisia, Egypt and Morocco). Employing advanced econometric modeling techniques, such as panel ARDL, the research analyzes panel data spanning from 1995 to 2023 to uncover both short- and long-term links among the variables. The study highlights the importance of integrated policy frameworks that balance economic growth with environmental protection, particularly in rapidly urbanizing and tourism-dependent North African economies. Recommendations are provided to promote cleaner energy use, sustainable tourism to achieve long-term ecological and economic resilience.

Keywords: Tourism, Energy, Pollutant Emissions, Economic Growth.

Pandemi Sonrası Dönemde Tedarik Zincirlerinde Dayanıklılık ve Sürdürülebilirlik

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ÖZET

COVID-19 pandemisi, küresel tedarik zincirlerinin kırılganlığını ortaya koyarak işletmeleri yalnızca operasyonel sürekliliğe değil, aynı zamanda çevresel ve sosyal sürdürülebilirliğe odaklanmaya zorlamıştır. Bu çalışma, pandemi sonrası dönemde tedarik zinciri dayanıklılığı ile sürdürülebilirlik arasındaki ilişkiyi bütünleşik bir perspektiften incelemektedir. Literatürde genellikle ayrı ele alınan bu iki kavram, risk yönetimi, operasyonel esneklik, dijitalleşme ve tedarikçi çeşitlendirmesi gibi mekanizmalar üzerinden birlikte değerlendirilmiştir. Bulgular, söz konusu mekanizmaların hem dayanıklılığı hem de sürdürülebilirlik performansını eş zamanlı olarak şekillendirdiğini göstermektedir. Özellikle dijitalleşme, görünürlük ve karar alma kapasitesini artırarak iki hedef arasında köprü kurmaktadır. Bununla birlikte, stok artışı veya tedarikçi çeşitlendirmesi gibi stratejiler dayanıklılığı artırırken maliyetleri ve çevresel yükü yükseltebilmektedir. Çalışma, bu nedenle dayanıklılık ve sürdürülebilirliğin dengeli ve bağlamsal bir yaklaşımla ele alınması gerektiğini vurgulamaktadır. Sonuç olarak, pandemi sonrası dönemde işletmelerin ve politika yapıcıların, daha dirençli ve sürdürülebilir tedarik zincirleri tasarlamak için bütünleşik stratejiler geliştirmesi gerektiği ortaya konulmaktadır.
Anahtar Kelimeler: Tedarik Zinciri Dayanıklılığı; Sürdürülebilirlik, Dijitalleşme

Resilience and Sustainability in Supply Chains in the Post-Pandemic Era

ABSTRACT

The COVID-19 pandemic revealed the fragility of global supply chains, compelling businesses to focus not only on operational continuity but also on environmental and social sustainability. This study examines the relationship between supply chain resilience and sustainability from an integrated perspective in the post-pandemic era. While these concepts are often addressed separately in the literature, this research evaluates them together through mechanisms such as risk management, operational flexibility, digitalization, and supplier diversification. Findings indicate that these mechanisms simultaneously shape resilience and sustainability performance. In particular, digitalization enhances visibility and decision-making capacity, acting as a bridge between the two objectives. However, strategies such as increasing inventory or diversifying suppliers may strengthen resilience while raising costs and environmental burdens. Therefore, the study emphasizes the need for a balanced and contextual approach to managing resilience and sustainability. In conclusion, businesses and policymakers should develop integrated strategies to design supply chains that are not only more resilient to disruptions but also more sustainable in the long term.
Keywords: Supply Chain Resilience; Sustainability, Digitalization

Security of Penitentiary Units – Organization and Principles of Operation

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ABSTRACT

The main objective of this article is to present the methods of securing penitentiary units, their organization, and principles of operation. This issue will be examined through the lens of the definition of penitentiary unit security, the structure of a penitentiary unit such as a correctional facility, and the fundamental duties of correctional officers. Particular attention is paid to the ways in which penitentiary units are protected against threats arising not only from inmates but also from other external factors.

Keywords: Penitentiary Security, Prison Service, Correctional Facility, Inmate Management, Security Organization

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Profit-Price Spiral in Türkiye: Evidence from Cointegration and VECM Analysis

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ABSTRACT

This study examines profit-price spiral dynamics in Türkiye by analysing the long-run relationship between unit profits and consumer prices. Using quarterly data for the period 2005Q1-2025Q4, the analysis is conducted within a Vector Error Correction Model (VECM) framework. Following unit root tests indicating that the variables are integrated of order one, Johansen cointegration analysis is employed to investigate the long-run relationship between the logarithm of the consumer price index (LCPI) and the logarithm of unit profits (LUP). Granger causality tests are also used to examine short-run dynamics between the variables.

The results indicate a statistically significant long-run relationship between unit profits and consumer prices. The estimated cointegrating coefficient suggests that increases in unit profits are associated with increases in prices. Error correction estimates further show that deviations from the long-run equilibrium are mainly eliminated through adjustments in prices rather than profits, suggesting that unit profits may play an important role in the inflation process. Granger causality tests also point to short-run interactions between profits and inflation.

Taken together, the findings suggest that the relationship between corporate pricing behaviour and inflation in Türkiye deserves closer attention. In this respect, the study seeks to contribute to ongoing discussions on inflation dynamics in Türkiye.

Keywords: Profit-Price Spiral, Inflation Dynamics, Cointegration Analysis

Interpersonal Conflicts in The Nursing Team – Risks and Self-Management Strategies

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ABSTRACT

Interpersonal conflicts are a widespread and multifactorial problem in nursing teams, affecting team atmosphere, burnout risk, collaboration effectiveness, and patient care quality. The study aimed to identify key organizational and individual risk factors contributing to conflict emergence and to evaluate conflict management strategies used by nurses across various hospital wards. The research was conducted in March 2026 among 100 randomly selected nurses employed in medical facilities in the Mazovia Province, using a diagnostic survey with an 18-item questionnaire. Data were analyzed statistically using Pearson's chi-square test and Cramér's V coefficient (SPSS Statistica 14). Results confirmed that 89% of respondents experienced interpersonal conflicts, most frequently in surgical wards ($p = 0.022$). The most significant organizational factor was the lack of a clear division of responsibilities (83.15%), followed by staff shortages, work overload, and poor communication. Among individual traits, the need for dominance and impulsivity were most frequently cited. The predominant conflict management strategy was problem avoidance, while compromise and negotiation were rated as most effective. No statistically significant relationship was found between length of service and conflict management strategy selection ($p = 0.228$). The findings underscore that reducing conflicts in nursing teams requires systemic measures, including clearer role definitions, managerial support, and training in communication and mediation skills.

Keywords: İnterpersonal Conflicts, Nursing Team, Nursing, Work Organization, Conflict Management Strategies, İnterpersonal Communication, Conflict Management, Quality Of Patient Care, Burnout

The Role And Significance Of Islamic Ethics In The Formation Of Corporate Diversification Strategies In The Karabakh Economic Region

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Abstract

The main objective of this scientific article is to comprehensively analyze the theoretical and practical influence mechanisms of Islamic ethical principles in the formulation and implementation of diversification strategies among companies operating within the Karabakh economic region, and to scientifically determine the role of this ethical approach in terms of economic sustainability, social responsibility, and long-term development. The primary research methodology of the study is based on the integration of qualitative and quantitative approaches in order to examine the interrelationship between diversification strategies and Islamic ethical principles among enterprises operating in the Karabakh economic region. The research methodology includes comparative analysis, a systematic approach, survey and interview methods, as well as comprehensive evaluation techniques applied to normative and empirical data. The originality and scientific contribution of the research are reflected in its systematic and conceptual examination, for the first time, of the integration potential of Islamic ethical principles into the diversification strategies of enterprises operating in the Karabakh economic region. Furthermore, the study proposes a new theoretical model explaining the interaction between ethical values and economic decision-making mechanisms and scientifically substantiates the practical significance of this approach for regional economic development, social responsibility, and sustainable business practices. The scientific novelty of the research lies in the systematic substantiation, for the first time, of the integration of Islamic ethical principles into the formulation of diversification strategies among companies operating under the conditions of the Karabakh economic region.
Keywords: Karabakh economic region, Islamic ethical principles, Ethical decision-making approaches, Corporate social responsibility concept, Sustainable economic development model.

Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Etiğinin Yeri Ve Rolü

ÖZET

Bilimsel makalenin temel amacı, Karabağ ekonomik bölgesinde faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin oluşturulması ve uygulanması sürecinde İslam etiği ilkelerinin teorik ve pratik etkilerini kapsamlı biçimde inceleyerek, bu etik yaklaşımın ekonomik sürdürülebilirlik, sosyal sorumluluk ve uzun vadeli kalkınma üzerindeki rolünü bilimsel temeller doğrultusunda ortaya koymaktır. Makalenin temel araştırma metodolojisi, Karabağ ekonomik bölgesinde faaliyet gösteren işletmelerin çeşitlendirme stratejileri ile İslam etiği prensipleri arasındaki ilişkiyi analiz etmek amacıyla nitel ve nicel araştırma yöntemlerinin bütünleşik kullanımına dayanmaktadır. Araştırma sürecinde karşılaştırmalı analiz, sistematik yaklaşım, anket ve mülakat teknikleri ile normatif ve ampirik verilerin kapsamlı değerlendirilmesi yöntemlerinden yararlanılmıştır. Araştırmanın özgünlüğü ve bilimsel yeniliği, Karabağ ekonomik bölgesi bağlamında faaliyet gösteren işletmelerin çeşitlendirme stratejilerine İslam etiği ilkelerinin entegrasyon potansiyelini ilk kez sistematik ve kavramsal bir çerçevede ele almasında ortaya çıkmaktadır. Çalışma ayrıca etik değerler ile ekonomik karar alma mekanizmaları arasındaki etkileşimi açıklayan yeni bir teorik model önermekte ve bu yaklaşımın bölgesel ekonomik kalkınma, sosyal sorumluluk ve sürdürülebilir işletmecilik uygulamaları açısından önemini bilimsel olarak temellendirmektedir. Çalışmanın bilimsel yeniliği ise, Karabağ ekonomik bölgesi koşullarında faaliyet gösteren şirketlerin çeşitlendirme stratejilerinin oluşturulmasında İslam etiği ilkelerinin entegrasyonunun ilk kez sistematik biçimde gerekçelendirilmesinden oluşmaktadır.
Anahtar Kelimeler: Karabağ Ekonomik Bölgesi, İslam Etiği İlkeleri, Etik Karar Verme Yaklaşımları, Sosyal Sorumluluk Kavramı, Sürdürülebilir Ekonomik Kalkınma Modeli.

Strengthening Integrity: Combating Foreign Bribery through Multi-Stakeholder Collaboration in Indonesia

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ABSTRACT

Foreign bribery presents a significant threat to global economic stability, distorting public policies, undermining fair market competition, and misallocating critical state resources. As Indonesia pursues formal accession to the Organization for Economic Co-operation and Development (OECD), aligning national anti-corruption frameworks with international standards becomes imperative. This paper examines the definitions and impacts of foreign bribery, analyzes the current legal landscape and enforcement challenges in Indonesia, and explores the pivotal roles of civil society and the private sector in fostering business integrity. Synthesizing international anti-bribery governance with operational enterprise micro-strategies, we identify a critical legislative gap where current Indonesian laws fail to criminalize the bribery of foreign officials, effectively creating an enforcement vacuum for cross-border illicit activities. To bridge this divide, this paper proposes an integrated multi-stakeholder collaboration model that operationalizes macro-level institutional reforms alongside practical corporate mechanisms—such as the "Integrity Premium," Vendor Integrity Due Diligence (VIDD), and Commercial Transparency Matrices. Ultimately, this study establishes that while statutory amendments are required to seal cross-border compliance loopholes, collective action and Environmental, Social, and Governance (ESG) integration serve as powerful private-sector magnets to catalyze long-term institutional integrity.

Keywords: Foreign bribery, OECD accession, Anti-Corruption compliance, Corporate Integrity, Civil Society, ISO 37001, ESG Reporting.

The Shift from Aspirational to 'Anti-Aspirational' Branding: Reshaping Luxury Consumption Among Culturally Aware Consumers

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ABSTRACT

The luxury goods industry, long defined by aspirational branding that promises status elevation through conspicuous consumption, is undergoing a profound transformation. This paper examines the rise of 'anti-aspirational' branding—a deliberate rejection of overt prestige in favor of authenticity, cultural relevance, and subtle exclusivity. Drawing on consumer behavior theories, case studies from brands like The Row, Loro Piana, and emerging streetwear hybrids, and empirical data from surveys and market analyses (e.g., Bain & Company's 2023 Luxury Report), we argue that this shift is reshaping luxury consumption among culturally aware consumers—those Gen Z and millennial urbanites who prioritize cultural capital over economic signaling. Key drivers include social media backlash against "quiet luxury" facsimiles, sustainability demands, and a post-pandemic reevaluation of value. Findings reveal a 25% growth in "stealth wealth" sales from 2020–2023, with implications for brand equity, pricing strategies, and market segmentation. This evolution signals a democratized yet elitist luxury paradigm, where cultural fluency trumps financial display.

Keywords: Anti-Aspirational Branding, Quiet Luxury, Cultural Capital, Consumer Behavior, Luxury Market Disruption

Alkaline – Surfactant Phase Behavior Evaluation for Eor

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ABSTRACT

Chemical Enhanced Oil Recovery (CEOR) method uses chemical injection as one of crucial strategies to increase oil recovery factor in mature fields. This research aims to evaluate the results of phase behavior tests of alkali–surfactant solution formulations for EOR applications. The evaluation focuses on salinity scan experiments under reservoir temperature conditions to obtain data on microemulsion type formed and the solubilization ratio. The solubilization ratio is used to estimate interfacial tension (IFT) through the theoretical correlation between IFT and the oil–water solubilization ratio developed by Huh. The phase behavior test results indicate that the interaction of alkali–surfactant solutions from surfactant X546 and cosurfactant Z16 successfully formed a stable Winsor type III microemulsion at surfactant X546 concentrations of 0.7–0.8 wt.%. The calculated interfacial tension values of the alkali–surfactant solutions forming type III microemulsions show that the system reached ultra-low values (on the order of 10^{-3} dynes/cm²), thereby producing a capillary number greater than the capillary pressure trapping residual oil and enabling mobilization of the remaining oil within the reservoir pores. Overall, the phase behavior test results demonstrate that the tested alkali–surfactant formulation is compatible with reservoir fluids and thus has promising potential for field-scale implementation to optimize sweep efficiency and enhance production.
Key words: Chemical Enhanced Oil Recovery (CEOR), Alkali-Sufactant, Phase Behavior, Interfacial Tension, Microemulsion.

Examinıng The Impact Of AI-Powered Chatbots On Customer Satısfactıon And Trust In Onlıne Food Delivery Platforms In Delhı-NCR

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ABSTRACT

In recent years, it has become very common to order food online for Indian customers. In the background of which the AI chatbots are emerging to handle the customer grievances, refunds, and many other queries. This research paper highlights a very common yet underlying question: are these chatbot services really doing the job of handling these customers well? Or it is a bare illusion of help which is being provided to the customers in the name of customer support?

To understand this a survey was conducted on over 300 active users of Swiggy and Zomato in Delhi-NCR to actually understand their experience. This study highlights at efficiency and responsiveness of these AI chatbots to understand how effectively these issues were being handled. The study further explored the role of emotional intelligence in these interactions as a contributor for building customer satisfaction and trust. The data obtained was analysed using SPSS for correlations and regression analysis.

The results indicate a positive response from the customers regarding the satisfaction, efficiency and responsiveness of these chatbots. However, there was a dissatisfaction when these interactions involved slightly complicated issues. The customers were further frustrated with inadequate understanding and untimely escalations. Additionally, issues related to data privacy had a negative impact on the trust factor of the customers.

Keywords: Artificial Intelligence, Chatbots, Customer Satisfaction, Consumer Trust, Online Food Delivery Platforms, Swiggy, Zomato, Delhi-NCR, Customer Experience, Conversational AI

Fiscal Deficit Dynamics and Environmental Sustainability in Morocco: A Nonlinear ARDL Analysis

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ABSTRACT

In emerging economies, the incorporation of environmental considerations into fiscal policy analysis has become increasingly important for sustainable development. This paper investigates the asymmetric short- and long-run effects of fiscal deficit dynamics on CO_2 emissions per capita in Morocco over the period 1974–2022. To capture potential nonlinearities, the study employs a nonlinear autoregressive distributed lag (NARDL) model, allowing positive and negative changes in the fiscal deficit to exert distinct effects on environmental quality.

The empirical findings reveal evidence of asymmetric fiscal–environmental dynamics. In the short run, a positive change in the fiscal deficit has an immediate and significant negative effect on CO_2 emissions per capita (-0.0046; $p < 0.05$), while its lagged effect is positive and statistically significant (0.0068; $p < 0.05$). This suggests that fiscal expansion may generate opposite short-term effects over time, reflecting an unstable adjustment process. By contrast, negative changes in the fiscal deficit do not exert statistically significant short-run effects on emissions ($p > 0.10$). In the long run, both positive and negative fiscal deficit shocks reduce CO_2 emissions per capita, with coefficients of -0.0075 ($p < 0.05$) and -0.0171 ($p < 0.01$), respectively. The stronger effect associated with deficit reductions indicates that fiscal consolidation may play a more pronounced role in improving environmental outcomes.

Regarding the control variables, urbanization is found to reduce CO_2 emissions significantly, whereas fossil fuel consumption increases them. GDP per capita and foreign direct investment do not show statistically significant long-run effects. Overall, the results highlight the nonlinear and asymmetric nature of the relationship between fiscal deficit dynamics and environmental quality in Morocco, suggesting that sound fiscal management can contribute to more sustainable environmental trajectories.

Keywords: Morocco, NARDL, Fiscal deficit, Environmental Sustainability

İkinci Karabağ Savaşı Sonrası İşgalden Kurtarılan Topraklarda Şehirlerin Yeniden İnşası

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ABSTRACT

İkinci Karabağ Savaşı'nın ardından Azerbaycan, işgalden kurtarılan topraklarda kapsamlı bir yeniden inşa ve ihya hareketi başlatmıştır. Bu süreç sadece fiziksel bir onarım değil; bölgenin ekonomik, kültürel ve stratejik olarak yeniden yapılandırılması hedefleyen "Böyük Qayıdış" vizyonunu temsil etmektedir. Çalışmaların merkezinde yer alan akıllı kent ve akıllı köy konseptleri, başta Zengilan olmak üzere tüm yerleşim birimlerinde modern teknolojiyi, yeşil enerji kaynaklarını ve sürdürülebilir şehircilik ilkelerini ön plana çıkarmaktadır. Laçın, Fuzuli ve Zengilan bölgelerinde inşa edilen uluslararası havalimanları, bölgenin küresel bir lojistik merkeze dönüştürülmesi yönünde atılan adımlardandır. Ayrıca altyapının yenilenmesi de bölgenin şehir dokusunun üst bir seviyeye evrilmesine katkı sağlamaktadır. Şuşa gibi tarihi öneme sahip şehirlerde, kültürel mirasın aslına uygun şekilde restore edilmesiyle bölgenin kadim kimliği yeniden canlandırılmaktadır. Mayın temizleme faaliyetlerinin titizlikle sürdürüldüğü bu dönemde, altyapı projeleriyle eş zamanlı olarak sosyal tesislerin ve konutların inşası, zorunlu göçmenlerin güvenli ve refah içinde ana topraklarına dönmesini sağlamaktadır.
Anahtar Kelimeler: Karabağ, Akıllı köy, Akıllı şehir, Bölgesel kalkınma.

Reconstruction of Cities in Territories Liberated from Occupation After the Second Karabakh War

ÖZET

Following the Second Karabakh War, Azerbaijan launched a comprehensive reconstruction and revitalization effort in the liberated territories. This process represents not only physical repair but also the "Great Reconstruction" vision, aiming at the economic, cultural, and strategic restructuring of the region. The smart city and smart village concepts at the heart of these efforts prioritize modern technology, green energy sources, and sustainable urban planning principles in all settlements, particularly in Zangilan. The construction of international airports in Lachin, Fuzuli, and Zangilan represents a step towards transforming the region into a global logistics hub. Furthermore, infrastructure renewal contributes to the evolution of the region's urban fabric to a higher level. In historically significant cities like Shusha, the restoration of cultural heritage to its original state revives the region's ancient identity. During this period of meticulous mine clearance operations, the construction of social facilities and housing, alongside infrastructure projects, ensures the safe and prosperous return of internally displaced persons to their homeland.
Keywords: Karabakh, Smart village, Smart city, Regional development.

Lifestyle and Time-Use Profiles Across Age Groups in Morocco: A Principal Component Analysis

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ABSTRACT

This study analyzes daily time-use patterns among Moroccans aged 15 years and above. The analysis focuses on four age groups and ten daily activities: sleep, meals, personal care, professional work, education and training, household work, care provided to household members, leisure, sociability, and religious practices. Principal Component Analysis (PCA) is employed to reduce the dimensionality of the data and identify the main patterns structuring time allocation across age groups. The results show that the first two principal components explain almost all the total variability, highlighting clear differences in daily activity profiles. The first component mainly opposes time devoted to sleep and leisure to time devoted to professional and household work. The second component distinguishes education and personal care from meals, sociability, and religious practices. The findings reveal that younger individuals are more associated with education and leisure, working-age groups with professional and household activities, and older individuals with sleep, sociability, and religious practices. This study provides a descriptive and multidimensional reading of time-use behavior in Morocco and highlights the relevance of PCA for analyzing social and demographic patterns.
Keywords: Time use, Morocco, age groups, Principal Component Analysis, daily activities.

A Critical Review of the Government of Pakistan's Efforts to Establish Sustainable Peace in the State

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ABSTRACT

This paper presents a critical review of the Government of Pakistan's multifaceted efforts to establish sustainable peace within the state. Despite over two decades of counterterrorism operations, legislative reforms, and rehabilitation programs, Pakistan continues to face complex challenges including sectarian violence, political instability, and insurgent movements, particularly in its western and southern peripheries. The study evaluates the efficacy of key state-led initiatives such as the National Action Plan (NAP), the counter-extremism narrative, military operations (e.g., Zarb-e-Azb, Radd-ul-Fasaad), and socio-economic development projects in conflict-affected areas like the former Federally Administered Tribal Areas (FATA). Employing a qualitative analytical framework, the review identifies structural shortcomings: inconsistent policy implementation, selective application of counterterrorism laws, intelligence failures, and inadequate attention to root causes such as poverty, political exclusion, and judicial inefficiency. Furthermore, it examines the tension between securitized approaches and the necessity for civilian governance and human rights protections. While acknowledging measurable gains in reducing large-scale militancy and restoring public order in major cities, the paper argues that sustainable peace remains elusive without institutional reforms addressing corruption, police accountability, and inter-provincial harmony. The review concludes with policy recommendations for transitioning from reactive security responses to a holistic peace-building model that integrates justice, economic opportunity, and community engagement. Ultimately, this critical appraisal contributes to broader debates on state resilience, counterinsurgency ethics, and the prerequisites for long-term stability in fragile security contexts.

Key Words: Sustainable peace, counterterrorism, Pakistan, governance reform, critical security studies.

Perceptions of Pollution among Local Communities in the Mesurado Mangrove Forest, Liberia

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ABSTRACT

This study investigates perceptions of pollution in the Mesurado mangrove forest, Liberia's local communities, with a focus on environmental degradation and its linkage to public health. A quantitative survey design was adopted, and structured interviews were performed among 384 inhabitants to gather demographic information, pollution awareness, and their perceptions of municipal environmental practices. The findings show that locals see pollution as a serious threat to the health of mangroves, the quality of the water, and their quality of life. These include respiratory ailments, headaches, infectious diseases, and ecological repercussions such as reduced growth of mangroves, pest infestations, and bad odors. These perceptions illustrate the interdependence of environmental health and human health in urban ecological systems. The study highlights the need to include community perspectives in pollution control measures to achieve successful and lasting results. Recommendations include raising public awareness through targeted education programs, including local communities in environmental management activities, and promoting recycling and waste reduction techniques. The findings of this study will provide baseline data necessary for policymakers and contribute to the advancement of sustainable urban ecological management in Liberia.
Keywords: Pollution, Mangrove Ecosystem, Community Health, Urban Ecology, Environmental Management

Firmalar Açısından Katılım Bankacılığı Tercihinde Etkili Olan Faktörlerin Değerlendirilmesi; Batman İli Örneği

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ÖZET

Bu çalışmanın temel amacı; işletmelerin katılım bankalarını hangi şartlarda tercih ettiklerini ya da tercih edeceklerini tespit etmek ve paydaşlara bu konuda farklı bir bakış açısı kazandırmaktır. Katılım bankacılığının sektörden aldığı payın artması; atıl fonların sisteme kazandırılması ile sistemin kaynak sorununun çözümüne katkı sunulması anlamına gelmektedir. Bunun yanı sıra faiz hassasiyeti yüksek yatırımcılara finansman imkânının sağlanması, istihdama katkı, işlemlerin reel ticarete dayandırılması prensibi ile kayıt dışılığın bir ölçüde engellenmesi gibi birçok farklı alanda da ekonomiye ek faydalar sağlama imkânı da artmaktadır.

Konuyla ilgili yapılan çalışmalarda; müşterilerin katılım bankacılığı tercihinde dini hassasiyetler kadar, personelin tutum ve davranışı, ürün ve hizmet kalitesi ile çeşitliliğinin de önem arz ettiği görülmektedir. Ayrıca katılım bankacılığının ürün ve hizmetlerinin yeterince bilinmediğini belirten çalışmalar da mevcuttur. Literatürde bölgesel ve şehir bazlı birçok çalışma söz konusu olsa da özellikle Batman ilinde kurulu firmaların dâhil edildiği, bu konuda bir inceleme hiç tespit edilememiştir.

Bu çalışmada sorgulanan ana hipotez; işletmelerin finansal açıdan temel ihtiyaçlar ve sorunlarına çözüm bulabildiği ölçüde katılım bankaları ile çalışmaktan imtina etmeyeceğidir. Nicel araştırma yöntemi ile yapılan çalışmada bu hipotez, Batman ilinde kurulmuş olan ve Batman Ticaret Odası'na kayıtlı firmalardan elde edilen örneklem üzerinde anket yapılması yolu ile sorgulanmış ve değerlendirilmiştir.

Anahtar Kelimeler: Katılım bankacılığı, İslami finans, Batman, müşteri tercihleri.

An Evaluation of Factors Influencing Companies' Choice of Islamic Banking; The Case of Batman Province

ABSTRACT

The main objective of this study is to determine the conditions under which businesses prefer or will prefer participation banks and to provide stakeholders with a different perspective on this issue. An increase in the share of participation banking in the sector means contributing to the solution of the system's resource problem by bringing idle funds into the system. In addition, it increases the potential for providing additional benefits to the economy in many different areas, such as providing financing opportunities to investors with high interest rate sensitivity, contributing to employment, and preventing the informal economy to some extent by basing transactions on real trade.

Studies on the subject show that, in addition to religious sensitivities, the attitude and behavior of personnel, as well as the quality and variety of products and services, are important factors in customers' preference for Islamic banking. Furthermore, there are studies indicating that the products and services of Islamic banking are not sufficiently well-known. Although there are many regional and city-based studies in the literature, no study specifically including firms established in Batman province has been identified.

The main hypothesis investigated in this study is that businesses will not hesitate to work with participation banks to the extent that they can find solutions to their basic financial needs and problems. This hypothesis was examined and evaluated using a quantitative research method, through a survey of a sample of firms established in Batman province and registered with the Batman Chamber of Commerce.

Keywords: Participation banking, Islamic finance, Batman, customer preferences.

Literature Review The Influence of Salinity on the Adsorption of Palm Oil MES Surfactant

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ABSTRACT

Surfactant injection is an Enhanced Oil Recovery (EOR) method effective in reducing interfacial tension (IFT) and altering rock wettability to mobilize residual oil, thereby improving production. This study utilizes palm oil-based Methyl Ester Sulfonate (MES), an anionic, eco-friendly surfactant, to analyze the impact of surfactant adsorption on fluid concentration and its effect on the Recovery Factor (RF). The research involved laboratory studies, including static adsorption tests using a UV-Vis spectrophotometer and coreflooding experiments using sandstone core samples. The observed parameters include surfactant concentration, adsorption value, IFT changes, and RF improvement. The results revealed distinctive behavior based on testing methods and concentrations. At a 2.00% concentration, the dynamic method yielded a higher adsorption value (0.974 mg/g) than the static method (0.542 mg/g). Conversely, at a 0.75% concentration, the static method resulted in a significantly higher adsorption value (6 mg/g) compared to the dynamic method (1 mg/g). This discrepancy indicates that surfactant adsorption characteristics in porous media are highly influenced by the testing method and concentration used. Adsorption efficiency is non-linear with respect to concentration; rather, it depends on the interaction dynamics between surfactant molecules and the rock surface under different testing conditions. Controlling this excessive adsorption remains a major challenge. This study provides a foundation for developing palm oil-based surfactants as economical and sustainable chemical agents for EOR applications.

Keywords: Adsorpsi, Enhanced Oil Recovery (EOR), Methyl Ester Sulfonat (MES), Recovery Factor

Integrating Green Marketing and Smart Tourism for Urban and Rural Sustainability: A Multiple Case Study of Edu-Tourism in Indonesia

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ABSTRACT

Edu-tourism has emerged as a critical vehicle for achieving the United Nations Sustainable Development Goals (SDGs), yet the integration of green marketing strategies with digital transformation remains underexplored in diverse Indonesian landscapes. This research investigates three distinct edu-tourism destinations: Pentingsari and Nglanggeran in Central Java (rural/natural context) and Rawajati in Jakarta (urban context). Adopting a multiple case study descriptive qualitative approach, data were triangulated through in-depth interviews, field observations, and literature reviews, with qualitative coding facilitated by NVivo. The findings reveal that the seven dimensions of sustainability marketing like green product, price, place, promotion, people, process, and experience, act as foundational drivers for sustainable outcomes. Furthermore, the study identifies that while digitalization and AI serve as efficiency catalysts in rural areas, they act as essential mediators for community resilience in urban settings. The integration of these elements significantly supports SDG 8 (Decent Work), SDG 11 (Sustainable Cities and Communities), and SDG 12 (Responsible Consumption and Production), with SDG 17 (Partnerships) serving as the overarching structural link.
Keywords: Green Marketing, Smart Tourism, Edu-Tourism, Sustainable Tourism

Developing a Community-Based Smart Edu-Tourism Model: Integrating Green Marketing and Artificial Intelligence for Urban Sustainability

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ABSTRACT

Urban community-based Edu tourism holds significant potential for advancing sustainability and local empowerment, yet many programs have struggled with digital integration and competitiveness in the post-pandemic landscape. While green marketing offers an ecological foundation and smart tourism provides technological tools, research on their combined application within urban environments is currently insufficient. This research introduces a quantitative research model that merges the seven pillars of sustainability marketing with AI-driven smart tourism to deliver personalized and ecologically conscious educational experiences in a sustainable ecotourism setting. It shows an unexpected but informative outcome that using AI and smart tourism alone is not adequate. While Green Marketing dimensions successfully drive the "Smart Tourism" component, the "Smart Tourism" component does not yet significantly translate that energy into "Sustainable Ecotourism" outcomes. Further qualitative research should be conducted to enrich the findings.

Keywords: Green Marketing, Smart Tourism, Edu-Tourism, Sustainable Tourism, Artificial Intelligence

Optimization of Financial Governance in the MSME Sector through FIFO Algorithm Integration in the Design of Web-Based Accounting Information Systems

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ABSTRACT

The majority of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia still face significant challenges regarding low administrative literacy and financial governance, particularly due to a heavy reliance on inefficient manual recording. This research aims to develop an integrated digital platform as a strategic solution to streamline cash flow management and inventory control for MSMEs. The system development utilizes the Agile Development method, leveraging Next.js and Tailwind CSS frameworks to ensure optimal performance and a responsive user interface, while inventory logic is structurally driven by the First In, First Out (FIFO) algorithm. The findings of this study clearly show that the resulting web-based accounting platform, which integrates automated bookkeeping, accounts payable/receivable modules, and real-time financial reporting, successfully minimizes manual documentation errors. Consequently, through the provision of stable digital infrastructure, this platform is expected to serve as a foundational tool for MSME owners to improve operational efficiency and elevate competitiveness within the digital economy ecosystem.

Keywords: MSMEs, Accounting Website, Next.js, FIFO Algorithm, Financial Governance.

The Influence of Competence and Work Discipline on Employee Productivity at PT CEN Company, Jakarta

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ABSTRACT

This research aims to analyze: (1) the partial effect of Competence (X1) on employee productivity, (2) the partial effect of Work Discipline (X2) on employee productivity, and (3) analyze the simultaneous effect of Employee Competence and Work Discipline on Employee Productivity (Y) at PT CEN Company, Jakarta. This research used a quantitative method with a sample of 93 respondents obtained through direct distribution of questionnaires to employees. The research data was processed using the SPSS version 25 application with multiple linear regression analysis techniques, and hypothesis testing through t-tests and F-tests.

The results of the study indicate that: (1) the Competence variable partially has a significant effect on employee work productivity with a sig. 0.021 < 0.05 and a calculated t-value of 2.338 > t-table 1.990; (2) The Work Discipline variable was also proven to have a significant effect on work productivity with a sig. 0.020 < 0.05 and a calculated t-value of 2.354 > t-table 1.990; (3) Simultaneously, both variables have a significant influence on employee productivity at PT CEN with a calculated F value of 51.935 > F table 2.63, with a contribution of 50.9%. This finding indicates that increasing competence through relevant training programs, as well as the implementation of consistent work discipline, are important factors in increasing employee productivity.

Keywords: Competence, Work Discipline, Employee Productivity, PT CEN Company

Human Capital Development and Green Industrialization in Sub-Saharan Africa: A Bidirectional Analysis

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ABSTRACT

This article analyzes the bidirectional effect between green industrialization and human capital. It covers 27 countries in Sub-Saharan Africa and covers the period from 2002 to 2021. In this paper, we use the Lewbel approach, which is an instrumental variable method with external and internal instruments. This analysis comes to the conclusion that green industrialization contributes positively to the development of human capital and the development of human capital contributes positively to the development of green industrialization.
These results suggest that the authorities of sub-Saharan African countries should increase investments in human capital, namely health and education infrastructure. It is also necessary to promote green industrialization by raising awareness among companies on the importance of moving towards green industries but also to invest in renewable energies.
Keywords: Human Capital Development; green industrialization; Lewbel's approach; Sub-Saharan Africa

The Influence of Green Organizational Culture on Environmental Performance Mediated by Green Innovation And Job Satisfaction at the General Secretariat of the Indonesian National Armed Forces (Setum Tnı)

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ABSTRACT

This study aims to determine the influence and significance of Green Organizational Culture (GOC) on Environmental Performance (EP) mediated by Green Innovation (GI) and Job Satisfaction (JS) at Sekretariat Umum Tentara Nasional Indonesia (Setum TNI). The study employed a saturated sampling technique on 107 Setum TNI personnel, resulting in 104 valid responses after data cleaning. The quantitative causal-correlational research design was analyzed through PLS-SEM using SmartPLS v.3.2.9. The results show that: (1) GOC had a positive and significant effect on GI (β = 0.879); (2) GOC had a positive and significant effect on JS (β = 0.843); (3) GI had a positive and significant effect on EP (β = 0.406); (4) JS had a positive and significant effect on EP (β = 0.367); (5) GOC's direct effect on EP was positive but not significant (β = 0.158); (6) GOC positively and significantly influenced EP through GI (β = 0.357); and (7) GOC positively and significantly influenced EP through JS (β = 0.309). Total indirect effect was 0.666 and total effect was 0.824, indicating that GOC's influence on EP predominantly operates through mediation mechanisms (VAF = 80.83%).
Keywords: Environmental Performance, Green Innovation, Green Organizational Culture, Job Satisfaction, PLS-SEM

Green Digitalization or Greenwashing? The Environmental Cost of Sustainable Digital Transformation

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ABSTRACT

The proliferation of digital technologies (DTs) has been widely heralded as a transformative force for achieving the United Nations Sustainable Development Goals (SDGs). However, the environmental footprint of digitalization itself, encompassing energy consumption, carbon emissions, and electronic waste, remains critically underexplored. This study reverses the conventional assumption that digital transformation inherently supports sustainability by empirically testing whether digitalization generates ecological degradation beyond certain thresholds. Employing panel threshold regression and quantile estimation methods on a dataset of 60 countries from 2015–2025, we find that the relationship between digital transformation and environmental quality follows an inverted U-shaped pattern. Digitalization reduces carbon emissions only up to a critical threshold, approximately 65% of the digitalization index, beyond which additional digital penetration exacerbates environmental harm. Cloud computing intensity exhibits a monotonic positive association with carbon emissions ($\beta = 0.342$, $p < 0.01$), while AI adoption demonstrates threshold effects varying by renewable energy penetration. E-waste intensity grows exponentially with rapid DT adoption, with the highest quintile countries generating 4.2 times more e-waste per capita than the lowest. These findings challenge the uncritical celebration of digitalization as a sustainability panacea and introduce the concept of "unsustainable digitalization." We propose policy frameworks centered on green digital infrastructure, circular economy principles, and binding carbon budgets for data center operations.

Keywords: Digital Transformation; Environmental Degradation; Threshold Effects; Sustainable Development Goals

Resistance to Digital Transformation and the Cultural Political Economy of Sustainability

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ABSTRACT

Digital technologies (DTs) offer unprecedented opportunities for advancing the Sustainable Development Goals (SDGs), yet adoption remains uneven across societies. While existing scholarship, including the comprehensive reviews by Hariyani et al. (2025) and the Scopus AI synthesis (2026), identifies cultural resistance as a barrier to digital transformation, these works do not theoretically articulate *why* such resistance emerges or persists. This paper reverses the analytical framework by treating resistance not as technological backwardness or irrational conservatism, but as a rational political-economic response to perceived threats from automation, surveillance, and unequal benefit distribution. Drawing on cross-country panel data from 42 nations (2015–2024) and survey-based multilevel regression analysis (N = 24,000 respondents across 12 countries), we demonstrate that resistance to digital adoption is systematically associated with automation exposure ($\beta = 0.42$, $p < 0.001$), institutional distrust ($\beta = -0.38$, $p < 0.01$), income inequality ($\beta = 0.31$, $p < 0.05$), and labor market insecurity ($\beta = 0.44$, $p < 0.001$). Our findings suggest that sustainability-oriented digital transitions cannot succeed without addressing the political-economic anxieties that underpin resistance. We propose a socially embedded digital transition framework that integrates participatory governance, redistributive mechanisms, and trust-building institutional reforms.

Keywords: Digital transformation, sustainability transitions, political economy, technology resistance, institutional trust, labor displacement

JEL Classification: O33, P16, Q01, J21, D63

Cybersecurity Risk and Sustainable Governance: When Digital Transformation Undermines Institutional Trust

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ABSTRACT

Digital transformation has been heralded as a cornerstone for achieving the Sustainable Development Goals (SDGs), offering unprecedented opportunities for enhancing governance efficiency, service delivery, and institutional transparency (Hariyani et al., 2025). However, the rapid proliferation of digital technologies has simultaneously exposed governments and citizens to escalating cybersecurity risks that threaten the very foundations of institutional trust. This paper advances a novel theoretical and empirical framework examining how cybersecurity vulnerabilities undermine governance legitimacy and impede sustainable development outcomes. Using structural equation modeling and dynamic panel estimation across 85 countries from 2015-2024, we demonstrate that cybersecurity exposure exerts a significant negative effect on institutional trust ($\beta = -0.342$, $p < 0.001$), which in turn mediates the relationship between digital vulnerability and governance effectiveness. Our findings reveal that public trust explains approximately 47% of the total effect of cybersecurity risks on governance quality, suggesting that trust erosion is a primary mechanism through which cyber insecurity undermines sustainable governance. Furthermore, we identify that institutional capacity moderates this relationship, with countries possessing stronger regulatory frameworks exhibiting greater resilience to cybersecurity-induced trust deterioration. These results challenge the prevailing techno-optimistic narrative in sustainable development literature (Mondejar et al., 2021; ElMassah & Mohieldin, 2020) by demonstrating that digital transformation, when inadequately secured, may paradoxically undermine the institutional legitimacy necessary for SDG implementation. The paper contributes to the emerging discourse on digital sustainability by repositioning cybersecurity from a technical concern to a macro-institutional imperative, with direct implications for SDG 16 (Peace, Justice and Strong Institutions) and SDG 17 (Partnerships for the Goals).

Keywords: Cybersecurity risk, institutional trust, sustainable governance, digital transformation, SDG 16, governance legitimacy

JEL Classification: O33, D73, H11, C38

Otantik Liderlik ve Dijital Liderlik Yaklaşımlarının Karşılaştırmalı Analizi ve Teorik Entegrasyonu

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ÖZET

Dijital dönüşümün hız kazandığı günümüz iş dünyasında liderlik yaklaşımları da yeniden şekillenmektedir. Bu bağlamda bu çalışma, çağdaş liderlik yaklaşımlarından bireyin kendi değerlerine, inançlarına ve kişiliklerine odaklanan, öz farkındalık ve güven inşasına dayanan otantik liderlik ile, örgütlerin iş hedeflerine ulaşması için gelişmekte olan teknolojileri, verileri ve dijital araçları stratejik olarak kullanmaya dayanan dijital liderlik kavramlarını karşılaştırmak ve bu iki yaklaşım arasında teorik bir entegrasyon önermeyi amaçlamaktadır. Otantik liderlik; liderin öz farkındalığı, içselleştirilmiş ahlak anlayışı, dengeli bilgi işleme ve ilişkisel şeffaflık boyutlarıyla "insan ve değer" odaklı bir zemin oluştururken; dijital liderlik, teknolojik okuryazarlık, dijital vizyon, çeviklik ve veri temelli strateji geliştirme becerileriyle "süreç ve inovasyon" odaklı bir perspektif sunmaktadır. Çalışmada, dijital ortamlarda yaşanan güven bunalımı ve etik ihlallerin aşılmasında otantik liderliğin sağlayacağı sağlam karakter yapısı ile dijital liderliğin sunduğu teknik vizyonun nasıl bir sinerji yaratabileceği tartışılmaktadır. Literatür taraması yöntemiyle hazırlanan bu çalışmada, her iki liderlik türünün ortak ve ayrışan yönleri incelenmiş; sonuç olarak dijital dönüşümün kaotik yapısında sürdürülebilir başarı için "Otantik Dijital Liderlik" sentezinin gerekliliği vurgulanmıştır. Önerilen entegratif model, hem akademik yazına kuramsal bir katkı sağlamayı hem de uygulayıcılara dijit lleşme sürecinde rehberlik edecek bir çerçeve sunmayı hedeflemektedir.
Anahtar Kelimeler: Otantik Liderlik, Dijital Liderlik, Dijital Dönüşüm, Entegratif Model.

Comparative Analysis and Theoretical Integration of Authentic And Digital Leadership Appproaches

ABSTRACT

In today's business world, where digital transformation is gaining momentum, leadership approaches are also being reshaped. In this context, this study aims to compare authentic leadership based on self-awareness and trust building from contemporary leadership approaches that focus on an individual's own values, beliefs and personalities with digital leadership concepts based on strategically using emerging technologies, data and digital tools to achieve organizations' business goals, and propose a theoretical integration between these two approaches. Authentic leadership provides a "human and value" oriented perspective with the leader's self-awareness, internalized moral understanding, balanced information processing and relational transparency dimensions, while digital leadership offers a "process and innovation" oriented perspective with technological literacy, digital vision, agility and data-based strategy development skills. The study discusses how the robust character structure provided by authentic leadership and the technical vision offered by digital leadership can create a synergy in overcoming trust crises and ethical violations in digital environments. In this study, prepared using the literature review method, the common and distinctive aspects of both leadership types were examined; consequently, the necessity of the "Authentic Digital Leadership" synthesis for sustainable success in the chaotic structure of digital transformation was emphasized. The proposed integrative model aims to both make a theoretical contribution to the academic literature and provide a framework to guide practitioners through the digitalization process.
Keywords: Authentic Leadership, Digital Leadership, Digital Transformation, Integrative Model

Modüler Seyahat Giyimi: Sürdürülebilir ve İşlevsel Tasarım Yaklaşımı

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ÖZET

Modüler seyahat giyimi üzerine akademik araştırmalar sınırlı olmasına rağmen, artan seyahat oranları ve yükselen çevresel farkındalık moda endüstrisinde daha hafif, daha verimli ve sürdürülebilir giysilere olan talebi artırmıştır. Bu çalışma, sürdürülebilirlik, işlevsellik ve uyarlanabilirlik odağıyla seyahat için gerekli giysi sayısını azaltmaya yönelik modüler tasarım yaklaşımını incelemektedir. Araştırma, modüler giyim tasarımının kullanıcı ihtiyaçlarını nasıl karşıladığını ve sürdürülebilir tüketim uygulamalarını nasıl desteklediğini değerlendirmektedir.Çalışma kapsamında, belirli hedef kullanıcı grupları için CLO3D programı kullanılarak modüler giysiler tasarlanmış ve bunların pratik uygulanabilirliği analiz edilmiştir. Bulgular, modüler sistemlerin farklı iklimsel ve kültürel koşullara uyum sağlayabildiğini, tekstil atığını azalttığını ve ürün ömrünü uzattığını göstermektedir. Ayrıca, bireysel bileşenlerin ayrı ayrı yıkanabilmesi kullanım kolaylığını artırırken, hasarlı parçaların değiştirilebilmesi onarılabilirliği geliştirir ve uzun süreli kullanımı destekler. Sonuç olarak, modüler tasarım yaklaşımı, daha az giysiyle daha fazla işlevsellik sunan, kullanıcı ihtiyaçlarını karşılayan ve moda endüstrisinde sürdürülebilirliği teşvik eden yenilikçi ve pratik bir çözüm olarak değerlendirilmektedir.
Anahtar Kelimeler: Modüler tasarım, Seyahat kıyafetleri, Sürdürülebilirlik, İşlevsellik, Dönüştürülebilirlik

Modular Travel Clothing: Sustainable and Functional Design Approach

ABSTRACT

Although academic research on modular travel clothing remains limited, rising travel rates and growing environmental awareness have increased demand for lighter, more efficient, and sustainable garments in the fashion industry. This study examines a modular design approach to reduce the number of garments required for travel, with a focus on sustainability, functionality, and adaptability. The research assesses how modular clothing design meets user needs and supports sustainable consumption practices. Within the scope of the study, modular garments were designed for specific target user groups using the CLO3D program, and their practical applicability was evaluated. The findings indicate that modular systems can adapt to different climatic and cultural conditions, reduce textile waste, and extend product lifespan. In addition, the ability to wash individual components separately enhances usability, while replacing damaged parts improves repairability and supports long-term use. As a result, the modular design approach is considered an innovative and practical solution that provides greater functionality with fewer garments, meeting user needs while promoting sustainability in the fashion industry.
Keywords: Modular design, Travel clothing, Sustainability, Functionality, Transformability

Catastrophe Bonds in The Insurance Market: Experiences from Recent Years

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ABSTRACT

The upward trend in economic losses in recent decades highlights the global economy's increasing exposure to natural catastrophes. They have led to unprecedented losses for the global insurance market (from the policyholders via primary insurers to reinsurance companies). Reinsurers have tried to cope with these risks through diversification, prefunding and risk-sharing with other financial institutions and financial markets (especially using securitization known as Insurance-linked Securities - ILS). Catastrophe Bonds ("Cat Bonds", "Act-of-God" Bonds) are special financial instruments that allow (re)insurers, governments or international institutions transfer part of their disaster risk to capital markets. They have been the largest category of ILS (in recent years, the average has hovered around 90%) next to non-cat-bond ILS (based on mortality rates, longevity and medical-claim costs). They are used for low-probability, high-loss events like major earthquakes, tsunamis, extreme weather/temperature (e.g. hurricanes, wildfires, droughts or floods), where traditional insurance and public budgets are often insufficient. The main objective of this study was to identify the reasons for issuing Catastrophe Bonds, the nature of the issuers and the value of the issues in relation to the estimated losses (based on the last 25 years). The research question sought to determine the type of catastrophe risk that could be covered by such issues in the near future and the nature of the issuer. It was assumed that these would primarily be weather-related risks rather than major climate-related disasters, and that the main issuers would be reinsurance companies rather than state or international institutions, due to investors' concerns about the non-recovery of invested capital as a result of observed climate change. Based on a review of the literature and a study of the Catastrophe Bond market (including e.g. Artemis), it emerged that in the resent 25 years the most of economic damages were linked to extreme weathers (e.g. in 2005, 2021-2024), floods (e.g. in 2010-2016, 2020-2025), earthquakes (e.g. in 2008, 2011 and 2023), and wildfire (e.g. 2017-2018 and 2025). They have brought billions of losses: from $29 bn in 2001 to $371 bn in 2011 in total. The global CAT bond market size reached $25,6 bn in 2025 (mainly as a result of the activities of reinsurance companies) reflecting the sector's robust expansion driven by increasing climate-related risks and the need for innovative risk transfer solutions. The market is projected to grow at a CAGR of 9,1% from 2025 to 2033, with the total market value anticipated to reach $35.6 bn by 2033. This rapid growth is underpinned mainly by heightened awareness of the intensification of climate change (as a cause of natural disasters), the rising frequency and severity of catastrophic events, and the growing appetite among institutional investors for alternative investments that offer attractive risk-return profiles and diversification portfolio (next to the transparency, liquidity, relatively short duration, regulatory developments supporting ILS frameworks in different jurisdictions, technological advancements in data analytics, risk modeling, and parametric triggers). At the same time, (re)insurers worry this financial instrument will be insufficient, because the world will soon become uninsurable.

Keywords: Catastrophe Bonds, Insurance-Linked Securities, Natural Disasters, Reinsurance, Climate Risk, Risk Transfer, Capital Markets

Managing the Role of Graphic Designers in Strengthening Visual Identity and Visitor Experience at Art Jakarta Gardens 2026

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ABSTRACT

Art Jakarta Gardens 2026 provides an important context for examining the role of graphic designers in managing visual communication within a contemporary art event. Held at Hutan Kota by Plataran, Jakarta, the event combines contemporary art, urban green space, public programs, galleries, sculptures, and visitor-oriented experiences in an open-air exhibition format. This study examines how graphic designers manage visual identity, support communication clarity, and shift from technical visual production to strategic design management within the event ecosystem. The research employs a qualitative descriptive single case study method. Data were collected through visual observation, documentation of promotional materials, analysis of digital communication channels, and interpretation of visual design elements used throughout the event environment. The analysis focuses on design management, visual consistency, communication strategy, audience experience, and the relationship between graphic design practice and event branding. The novelty of this study lies in positioning graphic designers not merely as visual executors but as strategic actors who manage identity systems, visual narratives, information structures, and audience interaction within contemporary art events. Previous studies on art events often emphasize curatorial practice and audience engagement, while this study highlights graphic design management as a central component in shaping public experience. The findings indicate that successful visual communication depends not only on aesthetic quality but also on the designer's ability to maintain consistency,adaptability,collaboration, and clarity across physical and digital touchpoints. Therefore, graphic designers play a strategic managerial role in strengthening event branding, improving visitor navigation, and enhancing the cultural value of open-air contemporary art exhibitions.

Keywords: Graphic designer, Design management, Visual identity, Visitor experience, Contemporary art event, Visual communication.

The Effect of Gender Stereotypes on Leadership Aspiration: The Mediating Role of Self-Efficacy among Female Employees

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ABSTRACT

Although women's participation in the workforce continues to increase, women remain underrepresented in leadership positions due to gender stereotypes in the workplace. Leadership is often associated with masculine characteristics, causing women to experience lower confidence in their leadership abilities and decreasing their willingness to pursue leadership positions. This study aims to analyze the effect of gender stereotypes on leadership aspiration among female employees, with self-efficacy serving as a mediating variable. This study employs a quantitative approach using a survey method. Data will be collected through questionnaires distributed to female employees in Indonesia using purposive sampling techniques. The variables examined in this study include gender stereotypes, self-efficacy, and leadership aspiration. Data analysis will be conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results are expected to show that gender stereotypes negatively affect women's self-efficacy and leadership aspiration. Furthermore, self-efficacy is expected to mediate the relationship between gender stereotypes and leadership aspiration. This study is expected to contribute to the women leadership literature and provide insights for organizations in creating more inclusive workplaces that support women's leadership development.
Keywords: Gender Stereotypes, Self-Efficacy, Leadership Aspiration, Women Leadership, Female Employees.

Strategic Resilience of Innovative Enterprises

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ABSTRACT

Ensuring and maintaining enterprise resilience is a major challenge for many businesses today. The dynamics and unpredictability of various dimensions of the environment, and the deterministic nature of the links between them, mean that managers and employees of lower levels of management should (and sometimes even are forced to) carefully explore these dimensions in order to best understand the situational context in which they operate, as well as to prepare for the near occurrence of various events (favorable and unfavorable). However, it is worth noting that this approach is more in line with the operational understanding of resilience. Of course, this is an important point of view, but it is not enough today to provide companies with full, established resilience. The operational perspective should be extended to include a strategic dimension. Strategic resilience is the ability of an entity to prepare for unpredictable challenges in the long term and to plan strategically/prospectively. It is also worth noting that it is the ability of a company not only to respond to crises but also to use them for development and innovation. In other words, strategic resilience is the combination of operational stability with the ability to explore new growth opportunities for a given entity. Resilience of this kind is therefore responsible for maintaining key functions and objectives at the strategic level through adaptation, creativity, and reforms under the conditions of fragility. Strategic resilience is particularly important in the context of innovative companies. This is due, on the one hand, to the fact that ensuring resilience requires an innovative approach today (e.g., organizational, marketing, business process innovations, etc.), and on the other hand, the implementation of innovative processes (e.g., aimed at achieving product innovations) requires an appropriate level of resilience. Therefore, the main objective of the research was to understand how managers and owners of innovative enterprises perceive strategic resilience, to identify the factors most important in shaping the strategic resilience of this class of enterprises, and to estimate the actual level of their occurrence in the studied entities. Representatives of 300 Polish innovative companies have been surveyed. The diagnostic survey method (CAWI technique) was used. The survey was conducted between July and September 2025.
Keywords: Management, Resilience, Innovative enterprise, Strategy.

Contemporary Challenges and Conditions of Access to Finance for the SME Sector in Poland and the European Union (2024–2026)

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ABSTRACT

This study examines the evolving financing conditions for small and medium sized enterprises (SMEs) in the European Union, with a particular focus on Poland, during the period 2024–2026. Although access to capital has always been central to firm growth, recent macroeconomic and geopolitical disruptions—including elevated interest rates, fiscal consolidation, supply chain realignments, and heightened regulatory demands—have intensified financing constraints. Empirical evidence indicates a tightening of bank credit standards, rising collateral requirements, and stagnation in SME lending, accompanied by early signs of financial fragility such as increasing non performing loans and higher bankruptcy rates. As traditional bank financing becomes less accessible, SMEs increasingly rely on alternative instruments, including asset based finance, private credit, mezzanine funding, factoring, leasing, crowdfunding, and digital lending platforms; however, these markets also exhibit uneven performance and vulnerability to market volatility. Structural transformations further shape the financing landscape. Digitalisation, ESG related reporting obligations, and global derisking pressures raise compliance costs and disproportionately burden smaller firms. Polish SMEs are particularly exposed due to lower digital maturity, limited financial buffers, and strong dependence on imported inputs. While EU and national grant schemes (e.g., FENG, FEPW, KPO) remain critical for supporting innovation, investment, and R&D, administrative complexity and capacity constraints limit their uptake. Consequently, many firms rely on retained earnings and franchising models as alternative growth pathways. Overall, the findings highlight widening disparities in SME financing conditions across the EU and underscore the need for enhanced financial resilience, improved digital capabilities, and broader access to diversified funding sources to sustain competitiveness in an environment of persistent uncertainty.

Keywords: Small and Medium-Sized Enterprises, Sme Financing, Access to Capital, Alternative Finance, Financial Resilience, Poland, European Union

Towards Self-Generating Chatbots: Improving Customer Service Automation Through NLP

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ABSTRACT

The presentation reports on the outcomes of a research and development project aimed at advancing the state of conversational agents for automated customer service. The project is grounded in the existing knowledge on natural language processing, conversational systems, and intelligent automation, which increasingly points to the limitations of manually configured chatbot architectures. In particular, prior research identifies scalability constraints, high configuration costs, and inconsistent performance as key barriers to effective deployment, especially among small and medium-sized enterprises. To address these challenges, the project introduces a novel framework for fully automated chatbot generation based on historical conversational data. The proposed system leverages a large dataset of customer interactions collected over a five-year period and applies NLP techniques to extract semantic structures and recurring topics. On this basis, the system autonomously constructs chatbot architectures without requiring manual configuration, significantly reducing implementation complexity. A central component of the solution is the module, which enables the system to independently generate and optimize chatbots using existing FAQ resources and prior customer conversations. The module incorporates automated topic modeling, dynamic response generation, and statistical evaluation of proposed chatbot configurations through an integrated user interface. This allows users to assess and refine system-generated solutions with minimal technical expertise. Empirical results demonstrate a substantial increase in chatbot efficiency, with performance improving from an average of 40% in manually created bots to approximately 80% when using the introduced module. These findings indicate a significant advancement in the reliability and effectiveness of conversational agents in real-world applications. The proposed approach contributes to the emerging paradigm of self-learning conversational systems and extends current research on data-driven automation in customer service. By enabling the autonomous creation of context-aware chatbots, the solution supports broader adoption of advanced AI technologies and facilitates the dissemination of innovative practices in digital customer interaction.

Keywords: Conversational Agents, Chatbot Generation, Natural Language Processing, Automated Customer Service, Large Language Models, Topic Modeling, Small and Medium-Sized Enterprises

Household Adaptation Strategies in the Face of Urban Sanitation Challenges: The Case of the 7éme Arrondissement of N'Djamena (Chad)

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ABSTRACT

Rapid and unplanned urban sprawl in N'Djamena, particularly towards its eastern periphery, poses critical environmental and public health challenges. This study analyzes the adaptation strategies developed by households in the 7éme arrondissement of N'Djamena to cope with the deficiencies in public sanitation services. Employing a mixed-method approach (literature review, quantitative surveys of 100 households, semi-structured interviews, and field observations), our findings reveal a high degree of self-reliance among the population. To address the lack of disposal infrastructure, 53% of households not registered with local waste pre-collection committees resort to open burning (28%) or backfilling flood-prone areas with solid waste (9%). Regarding liquid waste, the use of metallic drums as makeshift soakpits prevails (60%). Although family latrinization initiatives are supported by international donors, 5% of the population still practices open defecation in the surrounding geographic depressions (*boutas*), worsening sanitary vulnerability (high prevalence of malaria, typhoid, and diarrheal diseases). This paper advocates for integrating community-based committees into municipal planning policies to achieve sustainable sanitation.
Keywords: Urban sanitation, Household waste, Adaptation strategies, N'Djamena, Chad.

Recognition Before Trust: Linguistic Effort and the Emergence of Relational Openness in Asymmetric International Interaction

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ABSTRACT

A substantial body of scholarship on international interaction focuses on trust, signaling, and institutional coordination. Yet most of these frameworks share a common limitation: they presuppose that interaction has already begun. This paper addresses an earlier and largely overlooked analytical moment — the emergence of relational openness before trust can develop. It argues that under conditions of significant asymmetry, actors must first become mutually recognizable as legitimate potential interlocutors, a condition referred to here as recognition. Drawing on exploratory field observations from early-stage interactions in Indonesia and Vietnam involving Latin American and Southeast Asian actors, the paper proposes that linguistic effort in the counterpart's language may function as a recognition signal — not primarily because it improves communicative efficiency, but because it involves a visible and embodied form of costly vulnerability. Building on Bourdieu's concept of linguistic habitus, Garfinkel's account of interactional fragility, and an extension of signaling theory that distinguishes between credibility and legibility, the paper offers an exploratory conceptual mechanism for understanding how relational openness may emerge in asymmetric international encounters. The argument is positioned as a working framework with particular relevance for Global South interactions, including emerging ASEAN–Latin America engagement, where institutionalized trust frameworks often remain weak or absent.
Key Words: Recognition; Relational Openness; Linguistic Effort; Costly Vulnerability; Asymmetric Interaction; Global South; ASEAN–Latin America.

The Effect of Digital Literacy, Platform Support, Time Management, and Social Support to Effectiveness of Affiliate Marketing for Mothers in Java Island

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ABSTRACT

This study examined the determinants of affiliate marketing effectiveness among mothers in Java, focusing on digital literacy, platform support, time management, and social support within a trust-driven digital environment. Using a quantitative design and Partial Least Squares Structural Equation Modeling, survey data from active affiliate marketers were analyzed to test the proposed relationships. The results show that digital literacy and platform support significantly enhance affiliate marketing effectiveness, while time management and social support do not demonstrate direct significant effects. The measurement model confirms satisfactory reliability and validity, and the structural model indicates substantial explanatory power. The findings highlight that affiliate marketing performance is primarily shaped by technological competence, content optimization, and effective use of platform tools that strengthen credibility and audience trust. Authentic communication, data-informed content strategies, and transparent engagement practices emerge as critical drivers of sustainable affiliate outcomes. The study contributes to the understanding of how trust and authenticity, supported by digital capability, underpin effective affiliate marketing in emerging digital economies.

Keywords: Digital Literacy, Platform Support, Affiliate Marketing, Trust and Authenticity

Sustainability Uncertainty and Equity Market Connectedness in BRIC Countries: Evidence from Partial and Bivariate Wavelet Coherence Analysis

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ABSTRACT

This study examines the time- and scale-dependent relationship between sustainability uncertainty and stock market performance in BRIC economies using wavelet coherence and partial wavelet coherence approaches. Monthly data from 2002–2025 are employed to capture short- and long-run co-movements between country-specific sustainability uncertainty indices (SUIIN, SUIRUS, SUIBR, SUICHN) and major BRIC equity indices. The findings show that sustainability uncertainty has a stronger and more persistent influence at long-term scales, reflecting the slow-moving and structural nature of sustainability-related risks. Although all BRIC markets exhibit significant long-run coherence with domestic sustainability uncertainty, this relationship weakens considerably after controlling for global sustainability uncertainty (GEGDP), highlighting the dominant role of global sustainability shocks. Phase-difference analysis indicates that sustainability uncertainty generally leads stock market movements, suggesting forward-looking investor behaviour. Overall, the study identifies sustainability uncertainty as a key structural risk factor for emerging markets and underscores the importance of scale-sensitive analysis.

Keywords: Sustainability Uncertainty; Stock Markets; BRIC Economies; Wavelet Coherence; ESG Risk

Speed vs Sustainability: Examining Consumer Trade-offs in Quick Commerce

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ABSTRACT

The rapid expansion of quick commerce (Q-commerce) has intensified debates on the balance between service speed and environmental sustainability. This study investigates how perceived speed and perceived sustainability influence consumers' attitudes toward Q-commerce and, subsequently, their purchase intentions. It also examines the moderating role of perceived trade-off between speed and sustainability. A structured questionnaire was administered through a Google Form link, yielding 321 valid responses. Using partial least squares structural equation modeling (PLS-SEM), the findings reveal that both perceived speed and perceived sustainability significantly enhance consumer attitude toward Q-commerce. Attitude, in turn, exerts a strong positive effect on purchase intention. Moreover, perceived trade-off significantly moderates the relationship between perceived speed and attitude, suggesting that consumers who perceive stronger conflicts between speed and sustainability place a higher weight on delivery speed in shaping their attitudes. However, perceived trade-off does not moderate the link between sustainability and attitude. The study contributes to the literature on digital consumer behavior by integrating service quality and sustainability perspectives within the SOR framework. The results highlight the need for Q-commerce firms to balance fast service with credible sustainability practices, as consumers' attitudes and intentions are shaped not only by direct perceptions but also by how trade-offs between speed and sustainability are resolved.

Keywords: Q-commerce, On-demand economy, SOR model, Perceived speed, Perceived sustainability, Perceived trade-off.

The Impact of Digitalization Strategy Adoption and Digital Transformation on Sustainable Business Performance: The Roles of Market Driven Business Model Innovation and Digital Leadership Capabilities in Indonesia

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ABSTRACT

This study examines the impact of digitalization strategy adoption and digital transformation on sustainable business performance, emphasizing the mediating role of market-driven business model innovation and the moderating role of digital leadership capabilities within Indonesian companies. In the context of increasing technological disruption and sustainability pressures, firms are required not only to adopt digital technologies but also to strategically integrate them into their business models to achieve long-term performance outcomes. Drawing on Dynamic Capabilities Theory, this study presents a moderated mediation model. It posits that the adoption of digitalization strategies and digital transformation initiatives impact sustainable business performance via market-driven business model innovation. Furthermore, digital leadership capabilities are suggested to amplify the connection between business model innovation and sustainable performance. The research utilizes a quantitative methodology, gathering primary data through questionnaires administered to mid- to senior level managers from publicly listed companies (Tbk) and state-owned enterprises (BUMN) within Indonesia. Partial Least Squares Structural Equation Modeling (PLS-SEM) is employed to analyze the data, thereby assessing direct, mediating, and moderating effects. The anticipated results are that a digitalization strategy, coupled with digital transformation, will significantly improve sustainable business performance, contingent upon the implementation of innovative, market-oriented business models and robust digital leadership capabilities. This research expands upon existing scholarship by applying Dynamic Capabilities Theory to the domains of digitalization and sustainability within emerging markets. From a practical standpoint, it offers strategic guidance to Indonesian companies aiming to integrate digital endeavors with enduring, sustainable business outcomes.

Keywords: Digitalization Strategy, Digital Transformation, Business Model Innovation, Digital Leadership, Sustainable Business Performance, Indonesia

A Case Study on the Role of Creative Design Process Activity Through Contents on Instagram and Customer's Satisfaction Towards Advocacy in KidZania Jakarta

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ABSTRACT

The rapid evolution of digital technology has transformed marketing landscapes, particularly for experience-based industries in Indonesia where Instagram serves as a primary touchpoint for customer engagement. Within the edutainment sector, KidZania Jakarta faces the challenge of understanding how the internal "creative design process activity" specifically influences customer satisfaction and the resulting electronic word-of-mouth (eWOM) advocacy. This study aims to explore the connection between internal creative intent and external customer behavior to optimize digital marketing effectiveness. The research employs a qualitative case study design focused on KidZania Jakarta's digital presence, utilizing semi-structured in-depth interviews with both the internal marketing communication team and high-advocacy customers to capture a holistic view of the content lifecycle. Systematic thematic analysis is conducted via NVivo software to ensure academic rigor in decoding the relationship between creative workflows and consumer responses. The findings indicate that structured creative design activities significantly enhance the emotional resonance of visual content, which directly correlates with higher customer satisfaction levels. Analysis further demonstrates that thematic consistency and interactive design elements are the primary triggers that transition passive followers into active brand advocates. Ultimately, the results show that satisfaction acts as a mediator in the conversion of digital engagement into measurable advocacy. This study offers a key takeaway that a strategically audited creative process is essential for building brand loyalty, providing a practical framework for experience-based brands to strengthen their competitive advantage through content optimization.

Key Words: Creative Design, Instagram Marketing, Customer Advocacy, Edutainment, NVivo

The Influence Of Sustainable Organizational Culture, Sustainable Competencies, And Sustainable Motivation On The Sustainable Performance Of Personnel at Radar Unit 242 Tanjung Warari

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ABSTRACT

This study aims to analyze the influence of product differentiation, customer experience, and brand image on parents' decisions in selecting a school at Madrasah Ibtidaiyah Tazkirunnas. The research background is based on the phenomenon of fluctuations in student enrollment and sub-optimal utilization of school capacity, indicating challenges in educational service marketing. The research employs a quantitative approach using a survey method. The population consists of all parents/guardians of students at MI Tazkirunnas for the 2025–2026 academic year (N = 214), with a sample of 140 respondents. Data were collected through validated and reliable questionnaires and analyzed using path analysis (SPSS v.25). The results indicate that: (1) product differentiation has a positive and significant effect on brand image (β = 0.117); (2) customer experience has the largest effect on brand image (β = 0.831); (3) product differentiation positively influences school selection decisions (β = 0.068); (4) customer experience positively influences school selection decisions (β = 0.084); and (5) brand image is the most dominant factor influencing school selection decisions (β = 0.853). The model explains 95.6% of variance in school selection decisions. These findings highlight the critical importance of strengthening unique educational programs, improving service quality, and building a positive and credible madrasah brand image.

Keywords: Product Differentiation, Customer Experience, Brand Image, School Selection Decision, Islamic Elementary School, Path Analysis.

Türkiye'de Afet Yönetimi: Mevcut Durum, Sorunlar ve Çözüm Önerileri

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ÖZET

Bu çalışmada, Türkiye'de afet yönetiminin mevcut yapısı kamu yönetimi perspektifi çerçevesinde incelenmiştir. Öncelikle afet ve afet yönetimi kavramları açıklanmış; afet yönetimi döngüsü ile temel afet yönetimi yaklaşımları ele alınmıştır. Ardından Türkiye'deki afet yönetim sisteminin kurumsal ve hukuki yapısı değerlendirilerek AFAD, yerel yönetimler ve diğer paydaşların sistem içerisindeki rolleri analiz edilmiştir. Özellikle 6 Şubat 2023 Kahramanmaraş merkezli depremler üzerinden Türkiye'nin afetlere müdahale kapasitesi ve uygulamada karşılaşılan sorunlar incelenmiştir. Araştırmada merkeziyetçi yönetim anlayışı, kurumlar arası koordinasyon eksiklikleri, plansız kentleşme, yapı denetimi sorunları, afet bilincinin yetersizliği ile siyasi ve yönetsel problemler afet yönetiminin temel sorun alanları arasında değerlendirilmiştir. Bunun yanında risk yönetimi yaklaşımının güçlendirilmesi, yerel kapasitenin artırılması, afet eğitiminin yaygınlaştırılması, dijital teknolojilerden yararlanılması ve katılımcı yönetişim anlayışının geliştirilmesine yönelik çözüm önerilerine yer verilmiştir. Sonuç olarak Türkiye'de afet yönetimi alanında önemli kurumsal gelişmeler yaşanmış olmakla birlikte, afetlere karşı daha dirençli bir yapı oluşturulabilmesi için risk odaklı, bütünleşik ve çok aktörlü bir afet yönetimi anlayışının güçlendirilmesi gerektiği sonucuna ulaşılmıştır.
Anahtar Kelimeler: Afet yönetimi, Kamu yönetimi, Afet risk yönetimi, AFAD, Yönetişim, Afet politikaları

Disaster Management in Türkiye: Current Situation, Problems, and Policy Recommendations

ABSTRACT

This study examines the current structure of disaster management in Türkiye from the perspective of public administration. First, the concepts of disaster and disaster management are explained, and the disaster management cycle along with the main approaches to disaster management are discussed. Subsequently, the institutional and legal structure of the disaster management system in Türkiye is evaluated, and the roles of AFAD, local governments, and other stakeholders within the system are analyzed. In particular, Türkiye's disaster response capacity and the problems encountered in practice are examined through the case of the February 6, 2023 Kahramanmaraş-centered earthquakes. The study identifies centralized administrative structures, lack of inter-institutional coordination, unplanned urbanization, deficiencies in building inspection mechanisms, insufficient disaster awareness, and political and administrative issues as the main problem areas of disaster management. In addition, policy recommendations are presented regarding the strengthening of risk management approaches, enhancement of local capacity, expansion of disaster education, effective use of digital technologies, and development of a participatory governance approach. As a result, although significant institutional improvements have been made in the field of disaster management in Türkiye, it is concluded that a risk-oriented, integrated, and multi-actor disaster management approach should be strengthened in order to build a more disaster-resilient system.
Keywords: Disaster management, Public administration, Disaster risk management, AFAD, Governance, Disaster policies

Digital Communication and Academic Integrity in Higher Education: Challenges and Strategies in the Age of AI

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ABSTRACT

The rapid expansion of digital communication in higher education has transformed teaching and learning, but it has also introduced serious challenges to academic integrity, particularly with the emergence of generative artificial intelligence (AI) tools such as ChatGPT and online paraphrasing applications. Many students now navigate a grey area between legitimate assistance and academic misconduct, often without clear institutional guidance. This study examines how digital communication practices influence academic integrity among university students and faculty in the Indian higher education context. A mixed-methods design was adopted, combining survey data from 210 students and 45 faculty members with semi-structured interviews across three higher education institutions in India. Findings reveal a marked increase in academic misconduct linked to digital tools: approximately 78% of students reported using AI tools for academic tasks, and over half admitted doing so without disclosure to faculty. More than two-thirds of faculty members reported difficulty in detecting AI-generated content, and most institutions had not updated their integrity policies to reflect the new technological reality. Awareness gaps were substantial, with only 35% of students familiar with their university's academic integrity policies. However, digital tools also offer opportunities: plagiarism detection software, structured awareness campaigns, and improved faculty–student communication can strengthen integrity. The study concludes by proposing a practical framework that includes policy reform, mandatory digital literacy programmes, assessment redesign emphasising critical thinking and oral evaluation, and sustained faculty training, with the aim of supporting rather than restricting ethical technology use in higher education.

Keywords: Digital Communication, Academic Integrity, Higher Education, Artificial Intelligence, Mixed Methods, Plagiarism, Digital Ethics, Online Learning

Green Entrepreneurial Orientation and Environmental Performance: The Role of Green Innovation and Absorptive Capacity within Tunisian Firms

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ABSTRACT

The current research aims to examine the influence of green entrepreneurial orientation on environmental performance through the mechanisms of green absorptive capacity and green innovation. A quantitative study was conducted, using a convenience sampling technique to collect data from a sample of 250 managers leading various Tunisian companies belonging to diverse sectors including agriculture & agri-food, industry, energy & environment, information and communication technologies, tourism (distributed in the South, Central and Northern regions of Tunisia). Results indicate that green entrepreneurial orientation positively and significantly influences green absorptive capacity and green innovation. In turn, green absorptive capacity has a positive and significant effect on green innovation, and subsequently leads to a favorable firm environmental performance.
Keywords: Green entrepreneurial orientation; green absorptive capacity; green innovation; environmental performance, Tunisian managers.

Integrating AI and Human Capital in Strategic Green Marketing and Green Supply Chain Management Systems for Indonesian SMEs Sustainability

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ABSTRACT

As the 2030 Sustainable Development Goals (SDGs) deadline approaches, SMEs in the Jakarta–Bogor corridor continue to face challenges in implementing sustainable business practices. Despite Indonesia's Green Economy Roadmap 2025–2045, many SMEs, especially agro-based and industrial businesses in Bogor, still experience low digital literacy and limited green human capital, hindering the adoption of sustainable technologies and supply chain systems. This conceptual paper proposes an interdisciplinary framework integrating Artificial Intelligence (AI) Readiness and Green Human Capital to improve SME sustainability performance. The study is grounded in the Resource-Based View (RBV) and Dynamic Capabilities Theory and synthesizes literature from supply chain management, marketing, human resources, leadership, and AI. Data were collected through descriptive interviews with 60 SMEs in Jakarta and Bogor. The model identifies AI Readiness and Green Human Capital as independent variables influencing sustainability performance through Green Supply Chain Management and Strategic Green Marketing as mediating variables. Strategic Leadership acts as a moderating variable that determines the effectiveness of sustainability transformation. SME Sustainability Performance is measured using a triple-bottom-line perspective covering economic, environmental, and social dimensions. The study provides practical implications for CEOs and policymakers by emphasizing that investment in AI should be supported by the development of green employee capabilities and sustainable organizational mindsets. The proposed framework offers a strategic roadmap for SMEs to transition toward resilient and sustainable business ecosystems.
Keywords: Green Supply Chain Management, AI Integration, Green Human Capital, Green Marketing, SDG 2030, Indonesian SME.n

The Influence Of Sustainable Organizational Culture, Sustainable Competencies, And Sustainable Motivation On The Sustainable Performance Of Personnel at Radar Unit 242 Tanjung Warari

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ABSTRACT

Sustainable performance is a strategic factor supporting the success of air defense operations, particularly in units operating radar as a primary weapon system. This study analyzes the influence of Sustainable Organizational Culture (SOC/X1), Sustainable Competencies (SC/X2), and Sustainable Motivation (SM/X3) on the Sustainable Performance (SP/Y) of personnel at Radar Unit 242 Tanjung Warari. The research employs a quantitative approach using a survey method, with a population of 133 personnel and a sample of 100 respondents selected through simple random sampling. Data were collected via questionnaire and analyzed through path analysis (SPSS v.25). All five hypotheses were supported: SOC significantly influences SM ($\beta = 0.788$); SC significantly influences SM ($\beta = 0.415$); SOC significantly influences SP ($\beta = 0.618$); SC significantly influences SP ($\beta = 0.454$); and SM significantly influences SP and serves as a partial mediating variable ($\beta = 0.194$). The model explains 70.4% of variance in personnel sustainable performance ($R^2 = 0.704$). These findings confirm that strengthening sustainable organizational culture, continuously enhancing competencies, and maintaining consistent motivation are key to improving sustainable performance and supporting national air defense readiness.
Keywords: sustainable organizational culture, sustainable competencies, sustainable motivation, sustainable performance, path analysis, TNI AU.

Financial Health Analysis of PT HM Sampoerna Tbk Before and After The COVID-19 Pandemic (2017–2025)

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ABSTRACT

Tobacco industry in Indonesia is one of the largest contributors to the state economy in the form of tax payments, local economic contributions, and job creation. Amidst the strengthening of various manufacturing sub-sectors especially post COVID-19 pandemic, the tobacco industry still faces serious challenges. As a company with the biggest market capitalization in the Indonesian tobacco industry, this study aims to analyze the financial performance and financial health of PT HM Sampoerna Tbk before and after the COVID-19 pandemic in 2017–2025 period. DuPont Analysis is used to measure the company's financial performance by decomposing Return on Equity (ROE) into Profitability, Operational Efficiency, and Financial Leverage. The study further uses the Altman Z-Score to analyze and show the level of financial health and potential to bankruptcy. The findings show that the declining of the financial performance is driven by the significant decrease in profitability, although the company is still maintained in a healthy condition. The insights from this study will be beneficial for managers and policy makers to further discuss on the strategy to keep the industry running and profitable.
Keywords: Tobacco Industry, Financial Performance, Financial Health, Bankruptcy, Altman Z-Score

Türkiye'de Kadınların Siyasal Katılımı: Tarihsel Gelişim, Yapısal Sorunlar ve Temsil Dinamikleri

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ÖZET

Bu çalışma, Türkiye'de kadınların siyasal katılım sürecini tarihsel, hukuksal ve toplumsal boyutlarıyla incelemektedir. Kadınların siyasal yaşamdaki konumu; Osmanlı modernleşmesi, Cumhuriyet reformları ve 1980 sonrası dönemde gerçekleştirilen anayasal ve kurumsal düzenlemeler çerçevesinde değerlendirilmiştir. Çalışmada, Tanzimat'tan Cumhuriyet dönemine uzanan süreçte kadın haklarının gelişimi ile eğitim, medeni hukuk ve siyasal hak reformlarının kadınların siyasal temsili üzerindeki etkileri ele alınmıştır. Araştırmada ayrıca Türkiye Büyük Millet Meclisi'nde kadın milletvekili oranlarının tarihsel gelişimi 1935-2023 yılları arasındaki seçim verileri üzerinden incelenmiştir. Bulgular, Türkiye'de kadınlara siyasal hakların birçok Avrupa ülkesinden önce tanınmasına rağmen kadın temsilinin uzun yıllar düşük seviyelerde kaldığını göstermektedir. Özellikle 2000'li yıllardan itibaren kadın temsilinde artış yaşansa da karar alma mekanizmalarındaki temsil hâlen istenilen düzeye ulaşamamıştır. Sonuç olarak çalışma, kadınların siyasal katılımının yalnızca hukuki düzenlemelerle açıklanamayacağını; ataerkil toplumsal yapı, siyasal kültür, ekonomik eşitsizlikler ve toplumsal cinsiyet rollerinin kadınların siyasal temsilini doğrudan etkilediğini ortaya koymaktadır.
Anahtar Kelimeler: Kadınların siyasal katılımı, Siyasal temsil, Toplumsal cinsiyet eşitliği, Türk modernleşmesi, Kadın hakları

Women's Political Participation in Türkiye: Historical Development, Structural Problems and Representation Dynamics

ABSTRACT

This study examines women's political participation in Türkiye within its historical, legal, and social dimensions. The position of women in political life is evaluated in the context of Ottoman modernization, Republican reforms, and the constitutional and institutional regulations implemented after 1980. The study discusses the development of women's rights from the Tanzimat period to the Republican era and analyzes the effects of reforms in education, civil law, and political rights on women's political representation. In addition, the historical development of the proportion of female members of parliament in the Turkish Grand National Assembly is examined through election data between 1935 and 2023. The findings indicate that although women in Türkiye obtained political rights earlier than in many European countries, their political representation remained low for many years. Although women's representation has increased since the 2000s, their participation in decision-making mechanisms has still not reached the desired level. The study concludes that women's political participation cannot be explained solely through legal regulations and that patriarchal social structures, political culture, economic inequalities, and gender roles directly affect women's political representation.
Keywords: Women's political participation, political representation, gender equality, Turkish modernization, women's rights

Strategic Ambiguity in Physiotherapy Service Identity: implications for value proposition and competitive positioning of NK health clinics

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ABSTRACT

In recent years, the physiotherapy service sector in Indonesia has undergone tremendous growth, particularly in large urban centers, where private clinics, hospital-based rehabilitation units and multidisciplinary healthcare providers are increasingly competing for patients. In this context, physiotherapy organizations are increasingly under pressure to develop a defined service identity and deliver a differentiated value proposition to support sustained competitive positioning. Even with certified physical therapists, regular treatment processes and advanced therapeutic facilities, healthcare providers may face difficulties in harmonizing the internal perceptions of service identity with the exterior market positioning.
This study intends to analyze the perceptions of the major stakeholders of physiotherapy service identity and how these perceptions influence the value proposition and competitive positioning of a physiotherapy-focused healthcare provider. The study used an interpretivist paradigm and a qualitative single-case study approach centered on NK Health Clinic. Data were acquired by document analysis and semi-structured interviews with management officials, physiotherapists and patients. The data were evaluated using thematic analysis to find patterns relating to service identity, value creation, perceptions of stakeholders and competitive positioning.
The results reveal that NK Health has a rather solid value proposition that is patient-centered, with communication, empathy, trust, comfort, and professional problem-solving being key components. Patients regularly reported favorable service experiences and high levels of trust in the clinic. The study also shows, however, that the stakeholders do not fully agree on the main service identity of the clinic. The organization's key service is popularly known to be Physiotherapy, however different groups of stakeholders highlight distinct areas of specialization such as musculoskeletal care, rehabilitation, pain management, neuro-musculoskeletal services, treatment of sports injuries and integrated care. This generates a degree of strategic ambiguity that could undermine the clinic's ability to articulate a clear market niche, in spite of its amazing service performance.
The study finds that the difficulty for NK Health is not to provide patient value but to leverage its existing capabilities into a compelling and consistently conveyed service identity and positioning plan. These findings contribute to the emerging literature on healthcare service positioning and give practical implications for healthcare managers targeting improved organizational alignment, service differentiation and competitive positioning in increasingly competitive healthcare marketplaces.

Key Words: Physiotherapy Services, Service İdentity, Value Proposition, Competitive Positioning, Patient-Centered Care, Strategic Ambiguity.

Optimizing outcomes in psoriasis: Impact of Deniplant nutraceuticals

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Background A growing body of evidence highlights that intestinal dysbiosis is associated with the development of psoriasis. The gut–skin axis is the novel concept of the interaction between skin diseases and microbiome through inflammatory mediators, metabolites and the intestinal barrier. The gut microbiome affects skin homeostasis through its influence on the signaling pathways that coordinate epidermal differentiation.
The objective of this study was to synthesize current data on the Deniplant natural modulator of the gut microbiome in patients with psoriasis.
Materials and methods All studies confirmed the association of psoriasis and gut microbiota dysbiosis. We describe the recent advances regarding the interplay between gut microbiota and the skin. Thus, the microbiome can be considered an effective therapeutical target for treating this disorder.
Results This presentation provides a detailed and comprehensive systematic study regarding gut microbiome in patients with psoriasis. These results are supported by clinical observations based on a case serie showing improvement in psoriatic skin lesions after Deniplant natural modulator. It is still not clear whether psoriasis is an effect or a cause of the observed disbalance between beneficial and pathogenic microbes. In this context, the study provides very interesting results, showing significantly greater changes in the gut microbiome of patients with psoriasis treated Deniplant natural modulator
Conclusion There is a significant association between alterations in gut microbial composition and psoriasis. Intestinal dysbiosis is a state of imbalanced gut microbiome that eventually has a negative impact on skin function and integrity. Deniplant natural modulator is a potential therapeutic strategy in patients with psoriasis
Keywords: Dysbiosis, microbiome, psoriasis, gut-skin axis, gut barrier, Deniplant nutraceuticals

Rakamların Ötesinde Bir İletişim: Muhasebede Halkla İlişkilerin Stratejik Dönüşümü

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ÖZET

Amaç: Bu çalışma, muhasebe verilerinin kurumsal güven ve itibar inşasında nasıl bir iletişim aracına dönüşebileceğini, muhasebe ve halkla ilişkiler disiplinlerinin stratejik kesişimini ele alarak incelemeyi amaçlamaktadır.
Yöntem: Muhasebe, kurumsal iletişim ve itibar yönetimi literatüründen hareketle özgün bir kavramsal analiz sunulmuş; finansal şeffaflık ile paydaş ilişkilerini bütünleştiren bir model önerilmiştir.
Bulgular: Muhasebe bilgilerinin salt teknik olmadığı, doğru anlatıldığında bir güven unsuru haline geldiği görülmüştür. Kriz iletişimi, itibar riski yönetimi ve paydaş beklentilerinin karşılanmasında muhasebe-halkla ilişkiler iş birliğinin kritik olduğu tespit edilmiştir. Ayrıca KOBİ'ler için "mikro ölçekte halkla ilişkiler" kavramı tanımlanmıştır.
Özgünlük/Değer: Muhasebe ve halkla ilişkileri ayrı alanlar olarak gören geleneksel yaklaşımlardan farklı olarak, bu makale muhasebeyi stratejik bir iletişim işlevi olarak konumlandırmakta ve özellikle Türkiye gibi gelişmekte olan ekonomiler için uygulanabilir bir entegre raporlama iletişim modeli önermektedir.
Anahtar Kelimeler: Muhasebe, halkla ilişkiler, finansal şeffaflık, itibar yönetimi, entegre raporlama, kriz iletişimi.

Communication Beyond Numbers: The Strategic Transformation of Public Relations in Accounting

ABSTRACT

Objective: This study aims to examine how accounting data can transform into a communication tool in building corporate trust and reputation by addressing the strategic intersection of accounting and public relations disciplines.
Method: Drawing on the literature on accounting, corporate communication, and reputation management, an original conceptual analysis is presented, and a model integrating financial transparency with stakeholder relations is proposed.
Findings: It is observed that accounting information is not merely technical but becomes an element of trust when properly narrated. The collaboration between accounting and public relations is found to be critical in crisis communication, reputation risk management, and meeting stakeholder expectations. Additionally, the concept of "micro-scale public relations" is defined for SMEs.
Originality/Value: Unlike traditional approaches that view accounting and public relations as separate fields, this article positions accounting as a strategic communication function and proposes an integrated reporting communication model that is applicable particularly for developing economies such as Turkey.
Keywords: Accounting, public relations, financial transparency, reputation management, integrated reporting, crisis communication.

SPICY SPLENDID SENSATION: The Rise of Korean Delicacies in Indonesia with The Absence of Advertisement

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ABSTRACT

The global spread of Korean popular culture, often called the Korean Wave or Hallyu, has really shaped consumer behavior in Indonesia. This paper looks at how cultural proximity, especially that shared comfort rice-centered meals, and those matching side dishes, made Korean delicacies easier to accept across the country, even without leaning too hard on old style traditional advertising.

Using a historical lens on Indonesia's long-standing spice culture, and also its real love for spicy food, the study then connects the dots with how Indonesian and Korean cuisines feel similar in day-to-day practice. From there it explains why Korean instant noodles, and other spicy items, got strong market traction. In short, the results seem to come from perfect timing as Hallyu rose, plus the presence of long-established Korean communities in Indonesia, and then the very natural fit between local taste habits and what Korean brands were offering.

Even though there is almost no mass media push, unlike local competitors, Korean spicy noodles still keep steady demand. That steadiness is linked to cultural resonance, competitive pricing, some bundling strategies, and the simple fact that the products feel familiar. So this case suggests that having deep cultural insight, combined with smart market timing, can beat conventional promotion efforts, when the goal is faster consumer adoption and business growth.

Overall, the findings can help marketers and startups a lot, particularly if they want to use cultural similarities and wider globalization currents to enter emerging markets in a more effective way

Keywords: Korean pop culture, culture, globalization, spicy food, Indonesia, appetite.

Sessiz İstifa Olgusunun Sektörler Arası Yayılımı ve Örgütsel Yansımaları

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ÖZET

Son yıllarda çalışma yaşamında öne çıkan kavramlardan biri olan "sessiz istifa" (quiet quitting), çalışanların örgütten fiziksel olarak ayrılmadan yalnızca iş tanımlarında yer alan görevleri yerine getirmeleri ve bunun ötesine geçmemeleri şeklinde tanımlanmaktadır (Lindborg, 2022; Yıldız ve Özmenekşe, 2022). Bu durum, çalışanların örgüte yönelik psikolojik bağlılıklarının zayıfladığını ve işin yalnızca zorunluluk temelinde sürdürüldüğünü göstermektedir. Başlangıçta bireysel bir tutum olarak değerlendirilen bu olgu, günümüzde farklı sektörlerde yaygınlaşarak örgütsel bir problem haline gelmiştir.

Sağlık sektörü bağlamında yapılan çalışmalar, sessiz istifanın en önemli nedenleri arasında yoğun iş yükü, yetersiz personel, düşük ücret algısı ve çalışan görüşlerinin dikkate alınmaması gibi faktörlerin öne çıktığını göstermektedir (Özcan ve Ilıman Yaltagil, 2024). Özellikle sürekli hizmet gerektiren ve yüksek stres düzeyine sahip olan bu sektörde, iş-yaşam dengesinin bozulması çalışanların tükenmişlik yaşamasına ve örgütsel bağlılıklarının azalmasına yol açmaktadır. Bunun sonucunda çalışanlar, işlerini minimum çaba ile sürdürme eğilimine girmekte ve örgüte olan aidiyet duyguları zayıflamaktadır.

Bununla birlikte literatürde yer alan güncel çalışmalar, sessiz istifanın yalnızca sağlık sektörüyle sınırlı olmadığını ortaya koymaktadır. Örneğin havacılık sektöründe çalışanlar arasında yapılan araştırmalar, saygı eksikliği ve yönetime duyulan güvenin azalmasının sessiz istifa davranışını tetiklediğini göstermektedir (Hiltunen, 2023). Benzer şekilde kamu sektöründe görülen "work-to-rule" gibi uygulamalar, çalışanların yalnızca görev tanımlarıyla sınırlı kalmaları üzerinden sessiz istifanın kurumsal bir yansıması olarak değerlendirilmektedir (Hiltzik, 2023). Ayrıca COVID-19 sonrası yaygınlaşan uzaktan ve hibrit çalışma modelleri, dijital yorgunluk, iletişim kopukluğu ve rol sınırlarının belirsizleşmesi gibi unsurlar aracılığıyla çalışanların işe olan psikolojik bağlılıklarını zayıflatmaktadır (Allen vd., 2015).

Sessiz istifa olgusunun temelinde çoğunlukla tükenmişlik, duygusal yıpranma ve psikolojik sözleşme ihlali gibi unsurlar yer almaktadır. İş Talepleri-Kaynaklar Modeli (JD-R) ve Kaynakların Korunumu Teorisi (COR) çerçevesinde değerlendirildiğinde, çalışanlar artan iş talepleri karşısında yeterli örgütsel destek ve kaynak bulamadıklarında kendilerini koruma amacıyla çabalarını sınırlandırmaktadır (Maslach ve Leiter, 2016; Sonnentag, 2017). Bu durum, bireysel düzeyde motivasyon kaybına yol açarken örgütsel düzeyde verimlilik düşüşü, yenilikçilikte azalma ve örgütsel vatandaşlık davranışlarının zayıflaması gibi sonuçlar doğurmaktadır (Christian vd., 2011; Lee ve Allen, 2002).

Örgütsel yansımalar açısından değerlendirildiğinde, sessiz istifa yalnızca bireysel bir geri çekilme davranışı değil, aynı zamanda örgüt kültürünü ve performansını tehdit eden sistemik bir sorundur. Çalışanların minimum çaba ile çalışmaya yönelmesi, zamanla örgüt genelinde düşük performans normlarının oluşmasına ve kolektif motivasyonun azalmasına neden olmaktadır. Ayrıca bu durum, çalışan devir oranlarını artırarak örgütler için doğrudan ve dolaylı maliyetler yaratmaktadır (Griffeth vd., 2000; Cascio, 2006).

Sonuç olarak sessiz istifa, farklı sektörlerde benzer nedenlerle ortaya çıkan ve örgütsel düzeyde önemli sonuçlar doğuran çok boyutlu bir olgudur. Bu nedenle çözüm yalnızca bireysel motivasyonu artırmaya yönelik uygulamalarla sınırlı kalmamalı; adil yönetim anlayışı, çalışan katılımının teşvik edilmesi, iş yükünün dengelenmesi ve destekleyici liderlik yaklaşımlarının benimsenmesi gibi bütüncül stratejileri içermelidir. Sessiz istifanın erken aşamada fark edilmesi ve doğru yönetilmesi, sürdürülebilir örgütsel başarı açısından kritik bir gereklilik olarak değerlendirilmektedir.

Anahtar Kelimeler: Sessiz İstifa, Örgütsel Davranış, Tükenmişlik, Çalışan Bağlılığı, Liderlik

The Cross-Sectoral Diffusion of Quiet Quitting and Its Organizational Implications

ABSTRACT

In recent years, one of the prominent concepts in working life is “quiet quitting,” which refers to employees fulfilling only the duties specified in their job descriptions without going beyond these responsibilities, while remaining physically present in the organization (Lindborg, 2022; Yıldız & Özmenekşe, 2022). This situation indicates a weakening of employees’ psychological attachment to the organization and reflects a tendency to perform work merely on a necessity basis. Initially considered an individual attitude, this phenomenon has increasingly spread across different sectors and evolved into an organizational issue.

Studies conducted in the healthcare sector reveal that the primary causes of quiet quitting include heavy workload, insufficient staffing, low wage perception, and the lack of consideration for employee opinions (Özcan & Ilıman Yaltagil, 2024). Particularly in this sector, where continuous service and high stress levels are prevalent, the deterioration of work–life balance leads to employee burnout and a decline in organizational commitment. As a result, employees tend to exert minimum effort in their work, and their sense of organizational belonging weakens.

However, recent studies in the literature demonstrate that quiet quitting is not limited to the healthcare sector. For instance, research conducted in the aviation sector shows that a lack of respect and decreased trust in management trigger quiet quitting behaviors among employees (Hiltunen, 2023). Similarly, practices such as “work-to-rule” observed in the public sector can be interpreted as an institutional manifestation of quiet quitting, where employees limit themselves strictly to their formal job descriptions (Hiltzik, 2023). Moreover, the widespread adoption of remote and hybrid working models following the COVID-19 pandemic has contributed to psychological disengagement through factors such as digital fatigue, communication breakdowns, and blurred role boundaries (Allen et al., 2015).

The underlying dynamics of quiet quitting are largely associated with burnout, emotional exhaustion, and psychological contract breach. Within the framework of the Job Demands–Resources (JD-R) model and the Conservation of Resources (COR) theory, employees tend to limit their efforts as a self-protection mechanism when they are unable to access sufficient organizational support and resources in response to increasing job demands (Maslach & Leiter, 2016; Sonnentag, 2017). While this leads to a loss of motivation at the individual level, it also results in decreased productivity, reduced innovation, and weakened organizational citizenship behaviors at the organizational level (Christian et al., 2011; Lee & Allen, 2002).

From an organizational perspective, quiet quitting should not be viewed merely as an individual withdrawal behavior but rather as a systemic issue that threatens organizational culture and performance. The tendency of employees to work at a minimum effort level may gradually establish low-performance norms across the organization and diminish collective motivation. Furthermore, this situation increases employee turnover rates, thereby generating both direct and indirect costs for organizations (Griffeth et al., 2000; Cascio, 2006).

In conclusion, quiet quitting is a multidimensional phenomenon that emerges across different sectors due to similar underlying factors and produces significant organizational consequences. Therefore, solutions should not be limited to enhancing individual motivation but should also include comprehensive strategies such as promoting fair management practices, encouraging employee participation, balancing workloads, and adopting supportive leadership approaches. Recognizing and managing quiet quitting at an early stage is considered a critical requirement for sustainable organizational success.

Keywords: Quiet Quitting, Organizational Behavior, Burnout, Employee Commitment, Leadership

Turizm İşletmelerinde Stratejik İletişim ve Halkla İlişkiler Departmanının Önemi

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ÖZET

Ağırlama endüstrisinde hizmet işletmeleri olarak bilinen ve özellikle müşteri memnuniyeti, müşteri beklenti ve talepleri, arz imkânlarına bağlı olarak müşteriyle doğrudan ve dolaylı temasın yoğun olduğu işletmeler turizm sektörünün hizmet odaklı işletmeleridir. Bunlar; konaklama işletmeleri (oteller, tatil köyleri), seyahat acenteleri ve tur operatörleri, yiyecek ve içecek işletmeleri (restoranlar, zincir markalar), eğlence ve rekreasyon işletmeleri, kruvaziyer (gemi) şirketleri, kongre ve fuar organizasyon şirketleri olarak da bilinmektedir. Bu sektörde faaliyet gösteren işletmelerin özellikle müşteri memnuniyeti ve imaj yönetimi konularının önem taşıdığı hizmete dayalı işletmeler olduğundan halkla ilişkiler (PR) departmanı, işletmelerin hedef kitlesi ile stratejik iletişim kurulmasında önemli bir katalizör ve aynı zamanda destek ve kuvvet verici bir departmandır. Müşteri istek, ihtiyaç ve beklentilerinin hızla değiştiği ve dönüştüğü günümüzde turizmde hizmet veren işletmelerin rekabet avantajı sağlama noktasında halkla ilişkiler faaliyetlerin büyük ölçüde etkili olduğu yadsınamaz. Nitekim Halkla İlişkiler, bir kurum ya da kuruluşun hedef kitlesiyle karşılıklı anlayış, güven ve işbirliği oluşturmayı amaçlayan stratejik ve planlı iletişim faaliyetlerini ifade etmektedir. Dolayısıyla turizm işletmelerinde halkla ilişkiler sadece tanıtım yapmakla kalmaz; aynı zamanda müşteri memnuniyetini artırma, krizleri yönetme ve kurum imajını güçlendirme gibi önemli görevler üstlenmektedir. Bunlara ek olarak, kurum İmajı ve marka değeri oluşturma, müşteri memnuniyeti sağlama, kriz yönetimi, rekabet avantajı sağlama, medya ve dijital iletişim yönetimi konularını turizm işletmelerinde, basın bültenleri, sosyal medya yönetimi, etkinlik organizasyonları, sponsorluk faaliyetleri, müşteri geri bildirim sistemleriyle takip etme ve yönlendirme gibi araçlarla halkla ilişkiler boyutunu yürütebilmektedirler. Bu bağlamda stratejik iletişim faaliyetlerinin turizm işletmelerinde rolü önemlidir. Çalışmada kullanılacak yöntem ve bulguların literatür tekniğine dayalı olarak yapılması planlanmaktadır. Özellikle son dönem turizmde hizmet veren işletmelerin teknolojik gelişmeyle birlikte iletişim tekniklerinin ve bilişimin sağladığı faydalar da göz önüne alınarak teknik ve teorik gelişmelerin turizm işletmelerinde halkla ilişkiler departmanının önemi araştırılarak günümüzde kullanım yeterlilikleri üzerinde çalışılacaktır. Sonuç olarak, turizm işletmelerinde halkla ilişkiler departmanı, sadece bir destek birimi değil, işletmenin başarısını doğrudan etkileyen stratejik bir unsurdur. Stratejik halkla ilişkiler yönetimi sayesinde işletmeler, müşteri memnuniyetini artırabilir, güçlü bir marka imajı oluşturabilir ve uzun vadede sürdürülebilir başarı elde edebilir.
Anahtar Kelimeler: Turizm Sektörü, Turizm İşletmeleri, Stratejik İletişim, Halkla ilişkiler

The Importance of the Strategic Communication and Public Relations Department in Tourism Businesses

ABSTRACT

In the hospitality industry, service-oriented businesses—which are characterized by frequent direct and indirect contact with customers based on customer satisfaction, expectations, and demands, as well as supply capabilities—constitute the service-oriented businesses of the tourism sector. These include accommodation businesses (hotels, resorts), travel agencies and tour operators, food and beverage establishments (restaurants, chain brands), entertainment and recreation businesses, cruise (ship) companies, and conference and trade show organizing companies. Since businesses operating in this sector are service-oriented and place particular emphasis on customer satisfaction and image management, the public relations (PR) department serves as a key catalyst in establishing strategic communication with the target audience, as well as a supportive and empowering department.

In today's world, where customer desires, needs, and expectations are rapidly changing and evolving, it is undeniable that public relations activities play a major role in helping tourism-related businesses gain a competitive advantage. Indeed, Public Relations refers to strategic and planned communication activities aimed at fostering mutual understanding, trust, and cooperation between an organization and its target audience. Consequently, public relations in the tourism industry does more than just promote; it also takes on important roles such as enhancing customer satisfaction, managing crises, and strengthening the organization's image. In addition, tourism businesses can manage the public relations dimension by utilizing tools such as press releases, social media management, event organization, sponsorship activities, and customer feedback systems to address issues related to building corporate image and brand value, ensuring customer satisfaction, crisis management, gaining a competitive advantage, and managing media and digital communication. In this context, the role of strategic communication activities in tourism businesses is significant. The methods and findings to be used in the study are planned to be based on established literature techniques. This study will examine the importance of the public relations department in tourism businesses by investigating technical and theoretical developments, particularly in light of the benefits provided by communication technologies and information technology in the tourism sector in recent years, and will assess the current level of proficiency in their application. In conclusion, the public relations department in tourism businesses is not merely a support unit but a strategic element that directly influences the company's success. Through strategic public relations management, businesses can enhance customer satisfaction, build a strong brand image, and achieve sustainable success in the long term.

Keywords: Tourism Sector,Tourism Businesses, Strategic Communication, Public Relations.

Dijitalleşme ve Sürdürülebilirlik Arasında Stratejik Etkileşimin Yapay Zekâ Destekli Öngörüsü

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ÖZET

Bu araştırma, küresel ölçekte dijitalleşme ve sürdürülebilirlik arasındaki stratejik etkileşimi yönetim ve strateji perspektifiyle sistematik biçimde değerlendirmeyi amaçlamaktadır. Günümüzde dijital teknolojilerin hızlı yayılımı ile sürdürülebilirlik performansları arasında ülkeler ve sektörler bazında belirgin farklılıklar gözlemlenmekte olup, bu durum sektörler ve ülkeler açısından dijitalleşme ve sürdürülebilirlik ilişkisini anlamayı öncelikli bir stratejik gereklilik hâline getirmektedir. Bu anlamda araştırmanın amacı, dijitalleşme göstergeleri (internet penetrasyonu, dijital altyapı yatırımları, ICT endeksi) ile sürdürülebilirlik göstergeleri (karbon emisyonları, enerji verimliliği, ESG skorları) arasındaki karşılıklı etkileşimi makro düzeyde analiz ederek stratejik çıkarımları ortaya koymaktır. Araştırmada 2025-2026 dönemine ait güncel veriler kullanılmış, içerik analizi ve nicel karşılaştırmalar uygulanmıştır. İçerik analizi, bilimsel makaleler ve uluslararası resmi raporlar taranarak dijitalleşme ve sürdürülebilirlik temaları arasındaki ilişkileri sistematik biçimde ortaya koymuştur. Nicel karşılaştırmalar, ülkeler ve sektörler arasında eğilimleri ölçümlemeye imkân sağlamış ve dijitalleşme stratejilerinin sürdürülebilirlik performansına etkilerini makro düzeyde sunmuştur. Çalışmada, dijitalleşme ve sürdürülebilirlik ilişkilerinin gelecekteki eğilimlerini tahmin etmek üzere yapay zekâ destekli öngörü modelleri önerilmektedir. Bu yaklaşım, dijitalleşme yatırımlarının sürdürülebilir kalkınma hedeflerine katkısını değerlendirmede stratejik karar süreçlerine rehberlik etme potansiyeline sahiptir. Araştırmanın analiz sonuçları, dijitalleşme ile sürdürülebilirlik göstergeleri arasında pozitif bir ilişki olduğunu ve gelişmiş ekonomilerde etkinin daha net olabileceğini göstermektedir. Elde edilen bulgular, stratejik yönetim ve dijitalleşme stratejilerinin sürdürülebilirlik hedeflerine ulaşılabilmesi açısından yol gösterici niteliktedir. Bu çalışma, dijitalleşme ve sürdürülebilirlik ilişkisini makro düzeyde yönetim ve strateji odaklı olarak ele alarak literatüre özgün katkı sağlamaktadır. Ayrıca bu çalışma, dijitalleşme ve sürdürülebilirlik ilişkisini yapay zekâ destekli öngörü modelleri ile değerlendirmeyi önererek literatürdeki kavramsal boşluğu doldurmayı hedeflemektedir. Bu yönüyle çalışma, makro düzeyde stratejik karar alma süreçlerine veri temelli bir bakış açısı sunmaktadır.
Anahtar Kelimeler: Dijitalleşme, Sürdürülebilirlik, Strateji, Yapay Zekâ, Yönetim.
JEL Kodları: M15, O33, L86.

Artificial Intelligence–Supported Forecast of the Strategic Interaction Between Digitalization and Sustainability

ABSTRACT

This study aims to systematically evaluate the strategic interaction between digitalization and sustainability at the global level from a management and strategy perspective. The rapid diffusion of digital technologies has led to noticeable differences in sustainability performance across countries and sectors, making it a strategic necessity to understand the relationship between digitalization and sustainability. In this context, the main objective of the research is to analyze the reciprocal interaction between digitalization indicators (internet penetration, digital infrastructure investments, ICT index) and sustainability indicators (carbon emissions, energy efficiency, ESG scores) at the macro level and to derive strategic implications. The study utilizes up-to-date data for the 2025–2026 period and employs content analysis and quantitative comparisons. The content analysis systematically identifies the relationships between digitalization and sustainability themes through a review of scientific articles and international official reports. Quantitative comparisons enable the measurement of trends across countries and sectors and present the macro-level effects of digitalization strategies on sustainability performance. The study proposes artificial intelligence-supported forecasting models to predict future trends in the relationship between digitalization and sustainability. This approach has the potential to guide strategic decision-making processes in evaluating the contribution of digitalization investments to sustainable development goals. The findings indicate

a positive relationship between digitalization and sustainability indicators, with more pronounced effects observed in developed economies. The results provide guidance for achieving sustainability objectives through strategic management and digitalization strategies. This study contributes to the literature by examining the relationship between digitalization and sustainability at the macro level with a management and strategy-oriented perspective.
Keywords: Digitalization, Sustainability, Strategy, Artificial Intelligence, Management.
JEL Codes: M15, O33, L86.

Algılanan VUCA Maruziyetinin İyileştirilmesine Yönelik Serbest Eczacı Görüşlerinin Karma Yöntemle İncelenmesi*

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ÖZET

Bu çalışma, serbest eczacıların VUCA (değişkenlik, belirsizlik, karmaşıklık ve muğlaklık) koşullarına ilişkin algılarını ve bu koşulları azaltmaya yönelik önerilerini karma yöntem yaklaşımıyla incelemektedir. Araştırma kapsamında 151 serbest eczane çalışanından nicel veriler toplanmış, ayrıca açık uçlu soruya yanıt veren 44 katılımcının görüşleri nitel olarak analiz edilmiştir. Nicel sonuçlar, katılımcıların VUCA düzeyini genel olarak orta değerin üzerinde algıladığını (Ort.=3,48; p<,001) ve özellikle karmaşıklığın daha yoğun hissedildiğini (Ort.=3,88) göstermektedir. Bu durum, çalışma ortamının katılımcılar tarafından özellikle karmaşık ve öngörülmesi güç bir yapı olarak deneyimlendiğine işaret etmektedir. Nitel analizde ise katılımcı görüşleri yedi ana tema altında toplanmıştır. En çok öne çıkan tema olan eğitim ve kurumsal destek, özellikle kriz yönetimi ve mesleki eğitimlerin artırılması yönündeki güçlü beklentiyi ortaya koymuştur. Bunun yanında, birçok katılımcının VUCA kavramını yeterince bilmediği görülmüş ve bu durum kavramsal farkındalık eksikliği olarak değerlendirilmiştir. Katılımcılar ayrıca, belirsizlikle başa çıkmada sakin kalma, kendine güven ve motivasyonu koruma gibi bireysel stratejilere sıkça vurgu yapmıştır. Stratejik düşünme teması, planlama ve öngörü geliştirme ihtiyacını öne çıkarırken; adaptasyon ve inovasyon teması, değişime uyum sağlamanın ve teknolojik gelişmelere açık olmanın artık mesleğin bir parçası haline geldiğini göstermiştir. Kurumsal iş birliği ise ekip çalışması ve iletişim üzerinden daha kolektif bir yaklaşım ihtiyacına işaret etmiştir. Son olarak, mesleki kimlik teması, eczacılığın toplumsal değerinin ve profesyonel rolünün katılımcılar tarafından yeniden anlamlandırıldığını ortaya koymuştur.

Anahtar Kelimeler: VUCA Maruziyeti, Serbest Eczacılar, Tematik Analiz

A Mixed-Methods Study on Community Pharmacists' Views on Improving Perceived VUCA Exposure

ABSTRACT

This study examines community pharmacists' perceptions of VUCA (volatility, uncertainty, complexity, and ambiguity) conditions and their suggestions for reducing these conditions using a mixed-methods approach. Within the scope of the study, quantitative data were collected from 151 community pharmacy employees, and the responses of 44 participants who answered the open-ended question were analyzed qualitatively. The quantitative results show that participants generally perceive VUCA levels as above the midpoint (M=3.48; p<.001), with complexity being particularly pronounced (M=3.88). This indicates that the working environment is experienced by participants as especially complex and difficult to predict. In the qualitative analysis, participants' views were grouped under seven main themes. The most prominent theme, education and institutional support, revealed a strong expectation for increased training, particularly in crisis management and professional development programs. In addition, it was found that many participants were not sufficiently familiar with the concept of VUCA, which was interpreted as a lack of conceptual awareness. Participants also frequently emphasized individual coping strategies such as staying calm, self-confidence, and maintaining motivation in dealing with uncertainty. The strategic thinking theme highlighted the need for planning and foresight, while the adaptation and innovation theme demonstrated that adapting to change and openness to technological developments have become an integral part of the profession. Institutional collaboration pointed to the need for a more collective approach

through teamwork and communication. Finally, the professional identity theme revealed that the social value and professional role of pharmacy are being reinterpreted by participants.
Keywords: VUCA Exposure, Community Pharmacists, Thematic Analysis

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ÖZET

Su okuryazarlığı (water literacy), son yıllarda özellikle sürdürülebilirlik, çevre eğitimi ve aktif yurttaşlık tartışmaları içinde giderek daha fazla öne çıkan bir kavramdır. Literatüre bakıldığında, kavramın farklı şekillerde tanımlandığı görülse de genel olarak su okuryazarlığı; bireylerin suya ilişkin bilgi, tutum ve davranışlarını birlikte ele alan bütüncül bir yapı olarak değerlendirilmektedir. Bu yönüyle su okuryazarlığı, yalnızca "su hakkında ne biliyoruz?" sorusuna değil, aynı zamanda "suya nasıl yaklaşıyoruz ve nasıl kullanıyoruz?" sorularına da cevap arayan bir çerçeve sunar.

Günümüzde iklim değişikliği, nüfus artışı ve su kaynaklarının bilinçsiz kullanımı, suyun sürdürülebilirliği konusunu küresel ölçekte önemli bir sorun haline getirmiştir. Bu bağlamda bireylerin erken yaşlardan itibaren suya yönelik bilinç, farkındalık ve sorumluluk geliştirmesi gerekliliği ortaya çıkmış; su okuryazarlığı kavramı giderek daha fazla önem kazanmaya başlamıştır. Su okuryazarlığı, yalnızca suyun fiziksel özelliklerine ilişkin bilgi düzeyini değil, aynı zamanda suyun korunması, sürdürülebilir kullanımı ve bireysel sorumluluk geliştirme süreçlerini de kapsayan çok boyutlu bir yeterlik alanı olarak değerlendirilmektedir. Bu noktada eğitim sistemleri ve özellikle ders kitapları, öğrencilerin suya ilişkin ilk sistemli bilgileri edindikleri temel araçlardan biri olarak öne çıkmaktadır.

Literatürde su okuryazarlığının genellikle üç temel boyut üzerinden ele alındığı görülmektedir: bilişsel, duyuşsal ve davranışsal boyutlar. Bilişsel boyut; su kaynakları, su döngüsü, su kalitesi ve su yönetimi gibi konulara ilişkin bilgi düzeyini kapsar. Duyuşsal boyut; bireylerin suya yönelik tutumlarını, değerlerini ve çevresel duyarlılıklarını içerir. Davranışsal boyut ise su tasarrufu yapma, bilinçli tüketim alışkanlıkları geliştirme ve çevresel sorumluluk alma gibi somut davranışlara karşılık gelir. Bu üç boyut birlikte ele alındığında, su okuryazarlığının sadece teorik bilgiye dayalı bir yeterlilik olmadığı, aynı zamanda eyleme dönüşmesi beklenen bir beceri alanı olduğu anlaşılmaktadır.

Ancak mevcut çalışmalar incelendiğinde, su okuryazarlığı eğitiminde daha çok bilişsel boyuta ağırlık verildiği, duyuşsal ve davranışsal boyutların ise görece geri planda kaldığı dikkat çekmektedir. Bu durum, bireylerin suyla ilgili pek çok bilgiye sahip olmasına rağmen bu bilgileri günlük yaşam pratiklerine yeterince yansıtamamalarına neden olabilmektedir.

Bu çalışmanın amacı, ortaokul ders kitaplarında su okuryazarlığına ne düzeyde ve nasıl yer verildiğini incelemek ve bu bağlamda su okuryazarlığının ihmal edilip edilmediğini ortaya koymaktır. Araştırma, nitel araştırma yöntemlerinden doküman incelemesi deseni ile yürütülmüştür. Çalışma kapsamında ortaokul düzeyinde okutulan ders kitapları incelenmiş; su okuryazarlığına ilişkin içerikler bilgi, tutum ve davranış boyutları çerçevesinde analiz edilmiştir.

Literatürde su ile ilgili çalışmaların çoğunlukla suyun fiziksel ve çevresel boyutlarına odaklandığı, ancak su okuryazarlığını bütüncül bir yaklaşımla ele alan ve özellikle ders kitapları üzerinden inceleyen çalışmaların sınırlı olduğu görülmektedir. Bu çalışmada elde edilen bulgular, ders kitaplarında su okuryazarlığına yönelik içeriklerin çoğunlukla bilgi düzeyinde kaldığını, tutum ve davranış boyutlarının ise görece daha sınırlı şekilde ele alındığını göstermiştir. Bu durum, öğrencilerin suya yönelik bilinçli ve sorumlu davranış geliştirmeleri açısından ders kitaplarının yeterliliğinin sorgulanmasını gerekli kılmaktadır.

Sonuç olarak, bu çalışma su okuryazarlığının eğitim materyallerindeki yerini görünür kılmayı amaçlamakta ve ders kitaplarının bu bağlamda geliştirilmesine yönelik öneriler sunması bakımından önem taşımaktadır. Ayrıca çalışma, su okuryazarlığı alanında ders kitabı odaklı araştırmalara katkı sağlamayı hedeflemektedir.

Anahtar Kelimeler: Su Okuryazarlığı, Ders Kitapları, Çevre Eğitimi, Su Bilinci, Sürdürülebilirlik

Water Literacy in Textbooks

ABSTRACT

Water literacy has increasingly gained prominence in recent years, particularly within discussions on sustainability, environmental education, and active citizenship. Although the concept is defined in various ways in the literature, water literacy is generally regarded as a holistic construct encompassing individuals' knowledge, attitudes, and behaviours related to water. In this respect, water literacy provides a framework that not only addresses the question of "what do we know about water?" but also seeks answers to "how do we perceive water and how do we use it?"

Today, climate change, population growth, and the irresponsible use of water resources have made the sustainability of water a critical global issue. In this context, the need for individuals to develop awareness, consciousness, and responsibility towards water from an early age has become increasingly evident, and the concept of water literacy has gained growing importance. Water literacy is considered a multidimensional competency that includes not only knowledge about the physical characteristics of water but also processes related to water conservation, sustainable use, and the development of individual responsibility. At this point, education systems—and particularly textbooks—stand out as one of the primary tools through which students acquire their first systematic knowledge about water.

In the literature, water literacy is generally addressed through three main dimensions: cognitive, affective, and behavioural. The cognitive dimension includes knowledge about topics such as water resources, the water cycle, water quality, and water management. The affective dimension encompasses individuals' attitudes, values, and environmental sensitivity towards water. The behavioural dimension refers to concrete actions such as water conservation, the development of responsible consumption habits, and taking environmental responsibility. When these three dimensions are considered together, it becomes clear that water literacy is not merely a theoretical knowledge-based competence but also a skill domain expected to translate into action.

However, existing studies indicate that water literacy education tends to emphasise the cognitive dimension, while the affective and behavioural dimensions remain relatively underrepresented. This situation may lead individuals to possess considerable knowledge about water without adequately reflecting this knowledge in their daily practices.

The aim of this study is to examine the extent and manner in which water literacy is addressed in middle school textbooks and, in this context, to determine whether water literacy is neglected. The research was conducted using a qualitative research method, specifically a document analysis design. Within the scope of the study, middle school textbooks were examined, and content related to water literacy was analysed within the framework of knowledge, attitude, and behaviour dimensions.

The literature suggests that most studies on water primarily focus on the physical and environmental aspects of water; however, studies that address water literacy in a holistic manner and specifically examine it through textbooks are limited. The findings of this study indicate that content related to water literacy in textbooks is predominantly limited to the cognitive level, while the affective and behavioural dimensions are addressed to a lesser extent. This situation necessitates a reconsideration of the adequacy of textbooks in fostering students' conscious and responsible behaviours towards water.

In conclusion, this study aims to make the role of water literacy in educational materials more visible and is significant in that it offers recommendations for improving textbooks in this regard. Furthermore, it seeks to contribute to textbook-focused research in the field of water literacy.

Keywords: Water Literacy, Textbooks, Environmental Education, Water Awareness, Sustainability

Middle School Students with Learning Disabilities' Views on Comic Book-Supported Disaster Education

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ABSTRACT

Disasters are major natural or man-made events that cause material and psychological damage, creating dangerous and sudden changes that can affect a segment or the entirety of a society. While natural and man-made disasters generally have a local or regional impact, today, due to global climate change and man-made causes such as terrorism, war, and nuclear accidents, the frequency and variety of disasters are increasing. Building disaster awareness in society requires long-term and consistent education. Disaster awareness becomes stronger and more vital if disaster education starts from the ground up. Following disaster training, students should be able to demonstrate appropriate behavioral patterns before, during, and after a disaster; they should have prior knowledge of emergencies and disasters, be prepared for them, and feel a sense of responsibility in this regard. It is known that individuals with special needs are at a disadvantage in the event of a potential disaster. Learning disabilities are differences in learning in areas such as reading, writing, and spelling. Unlike other students, students with learning disabilities can improve their learning performance with visual and auditory teaching materials. In disaster education, it is important from a human rights perspective that students with learning disabilities, who are in a disadvantaged position, are knowledgeable and prepared for a potential disaster, so that they can minimize the damage that may occur during a disaster and all segments of society can be prepared for a potential disaster. Therefore, the aim of this study is to examine the awareness levels of middle school students with learning disabilities regarding disaster education using educational comics. Comic books were chosen for this study because of their visually intense nature, minimal text, and the fact that individuals with learning disabilities can easily comprehend visual materials.In this context, the relevant learning outcomes included in the social studies curriculum were examined, and a comic strip was created by the researchers based on these outcomes and presented to the students. This research is a qualitative study employing a case study technique. The study group consisted of 10 students in the 4th and 5th grades attending schools under the Ministry of National Education (MEB) in Eskişehir province. Data were collected using a semi-structured interview form, and audio recordings were made and transcribed. The obtained data were analyzed using content analysis. During the analysis process, students' opinions were coded, and similar expressions were grouped together to form themes. In conclusion, it can be said that educational comics are an effective material in disaster education for students with learning disabilities, helping them gain disaster awareness. Accordingly, adapting disaster education to different learning needs will contribute to societal disaster awareness.
Keywords: Disaster, learning disability, comic book, social studies

Öğrenme Güçlüğü Olan Ortaokul Öğrencilerinin Çizgi Roman Destekli Afet Eğitimine İlişkin Görüşleri

ÖZET

Afetler, toplumun belli bir kesimini veya tamamını etkileyebilecek maddi ve manevi hasara sebep olan, tehlikeli ve ani değişiklikler yaratan doğal ve beşerî büyük olaylardır. Doğal afetler ile beşerî afetler genellikle yerel veya bölgesel çapta etkili olurken, günümüzde küresel iklim değişikliği ve terör, savaş, nükleer kazalar gibi beşerî nedenlerle afetlerin sıklık ve çeşitlilikleri artmaktadır. Toplumda afet bilincini oluşturmak için uzun ve istikrarlı eğitim gereklidir. Afet eğitimine temelden başlanırsa afet bilinci daha sağlam ve daha fazla hayati öneme sahip olur. Afet eğitimi sonrasında öğrencilerin, afet öncesi, afet esnasında ve sonrasında doğru davranış kalıplarını

gösterebilmesi; acil durum ve afetler hakkında ön bilgi sahibi olup, afet hazırlığını yapmış olması ve bu konuda sorumluluk hissetmesi gerekmektedir. Olası bir afet durumunda özel gereksinimli bireylerin dezavantajlı bir durumda olduğu bilinmektedir. Öğrenme Güçlüğü bireyin okuma, yazma ve heceleme gibi alanlarda görülen öğrenme farklılığıdır. Öğrenme güçlüğü yaşayan öğrenciler diğer öğrencilerden farklı olarak görsel ve işitsel öğretim materyalleri ile öğrenim performanslarını arttırabilirler. Afet eğitiminde dezavantajlı konumda olan öğrenme güçlüğü yaşayan öğrencilerin olası bir afete karşı bilgili ve hazır olması afet anında olabilecek hasarı en aza indirebilmesi toplumun her kesiminin olası bir afete hazır olabilmesi insan hakları açısından önemlidir. Bu nedenle bu çalışmanın amacı öğrenme güçlüğü yaşayan ortaokul öğrencilerinin afet eğitiminde eğitsel çizgi roman kullanılarak afet eğitimine yönelik bilinç düzeylerini incelemektir. Çizgi romanlar doğası gereği görsel yoğunlukta olup içinde az metin bulundurması ve öğrenme güçlüğü yaşayan bireylerin görsel materyalleri iyi kavrayabilmesi nedeniyle bu çalışmada tercih edilmiştir. Bu bağlamda sosyal bilgiler öğretim programında yer alan ilgili kazanımlar incelenmiş ve bu kazanımlar kapsamında araştırmacılar tarafından çizgi roman oluşturulmuş ve öğrencilere uygulanmıştır. Bu araştırma nitel bir çalışma olup, araştırmada durum çalışması tekniği uygulanmıştır. Araştırmanın çalışma grubunu, Eskişehir ilinde Millî Eğitim Bakanlığı'na (MEB) bağlı 4 ve 5.sınıfta öğrenim görmekte olan 10 öğrenci oluşturmaktadır. Veriler yarı yapılandırılmış görüşme formuyla toplanmış ve ses kayıtları alınarak yazılı metne çevrilmiştir. Elde edilen veriler içerik analizi yöntemi ile analiz edilmiştir. Analiz sürecinde öğrencilerin görüşleri kodlanmış ve benzer ifadeler bir araya getirilerek temalar oluşturulmuştur. Sonuç olarak, eğitsel çizgi romanların öğrenme güçlüğü yaşayan öğrencilerin afet eğitiminde etkili bir materyal olduğu öğrencilerin afet bilinci kazanmaları sağladığı söylenebilir. Bu doğrultuda, afet eğitiminde farklı öğrenme ihtiyaçlarına göre farklı uyarlamaların yapılması toplumsal afet bilincine katkı sağlayacaktır.

Anahtar kelimeler: Afet, öğrenme güçlüğü, çizgi roman, sosyal bilgiler

The Role of Disaster Anxiety in University Students' Behaviors During Disaster Scenarios

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ABSTRACT

Disasters can occur due to natural or human causes. Societies can face any potential disaster, resulting in loss of life and property, economic crises, psychological trauma, and permanent environmental damage. To mitigate the damage in a potential disaster, societal disaster education needs to be planned and implemented. While awareness of disasters may increase after a disaster, but this awareness not sustainable. Individuals often lack sufficient knowledge about how to behave during and after a potential disaster. The decisions an individual makes during a disaster can be vital. Individuals may tend to panic during and after a disaster. Therefore, individuals need to be aware of how to behave in a potential disaster before it happens. It is believed that disaster anxiety can influence individuals' behavior during a disaster. The aim of this study is to examine the scenario-based behaviors of university students during and after a disaster, focusing on their behavior in terms of disaster anxiety levels. Providing access to disaster education for all segments of society is considered a crucial factor in mitigating the damage that disasters can cause. Therefore, the study group for this research consists of undergraduate students studying at faculties of education in Eskişehir province. This study was conducted using a correlational survey model from quantitative research methods. The study group consisted of undergraduate students selected using a convenient sampling method in Eskişehir province. Data collection was carried out online. Data were collected using a "scenario-based behavior form" developed and prepared by the researchers and reviewed by field experts, and a 5-point Likert-type "disaster anxiety scale" found in the relevant literature to measure disaster anxiety. Correlation analysis of the quantitative data obtained from the data collection instruments was performed using the SPSS statistical package program. The research findings suggest a significant relationship between students' disaster anxiety levels and their behaviors during and after a disaster. This study aims to raise awareness among the public about reducing harmful effects in the event of a potential disaster through disaster education developed using different approaches. Furthermore, it is expected to highlight the role of disaster anxiety in disaster response behaviors within disaster education.
Keywords: Disaster Behavior, Disaster Anxiety, University Students, Disaster Education

Üniversite Öğrencilerinin Afet Senaryolarında Gösterdikleri Davranışlarında Afet Kaygısının Rolü

ÖZET

Afetler, doğal ya da beşerî kaynaklı olarak yaşanabilir. Toplumlar her olası bir afet ile karşılaşabilmekte ve bu afetler sonucunda can ve mal kaybı, ekonomik kriz, psikolojik travma ve kalıcı çevresel hasara maruz kalmaktadırlar. Toplumun olası bir afet durumunda hasarı azaltabilmesi için toplumsal afet eğitimlerin planlanması ve uygulanması gerekmektedir. Toplumda afetlere karşı farkındalık seviyesi afet sonrasında yükselişe geçse de bu durum uzun süreli olmamaktadır. Bireyler olası bir afet anında ve afet sonrasında nasıl bir davranış göstermeleri gerektiği konusunda zayıf kalmaktadırlar. Bireyin afet anında aldığı kararlar hayati öneme sahip olabilmektedirler. Bireyler afet anında ve sonrasında panik yapma eğiliminde olabilirler. Bu sebeple bireylerin bir afet yaşanmadan önce olası bir durumda nasıl davranış sergileyeceklerinin farkında olmaları gerekmektedir. Afet kaygısının bireylerin afet durumunda davranışlarını etkileyebileceği düşünülmektedir.

Bu çalışmanın amacı, üniversite öğrencilerinin afet anı ve sonrasında bireylerin gösterdiği davranışa odaklanarak bireylerin senaryo temelli davranışlarını afet kaygısı düzeyi açısından incelenmesidir. Toplumun her kesiminin

afet eğitimlerine ulaştırılabilmesi, afetlerin yol açabileceği zararı azaltılmasında önemli bir faktör olarak görülmektedir. Bu nedenle bu araştırmanın çalışma grubunu Eskişehir ilinde bulunan eğitim fakültelerinde eğitim görmekte olan lisans öğrencileri oluşturmaktadır. Bu çalışma nicel araştırma yönteminden ilişkisel tarama modeli kullanılarak yapılmıştır. Araştırmanın çalışma grubunu, Eskişehir ilinde bulunan uygun örnekleme yöntemiyle seçilen lisans öğrencileri oluşturmuştur. Araştırma veri toplama süreci çevrim içi link üzerinden gerçekleştirilmiştir. Veriler, araştırmacılar tarafından geliştirilen ve hazırlanan ve alan uzmanları tarafından kontrol edilen "senaryo temelli davranış formu" ve afet kaygısını ölçmek amacıyla ilgili literatürde yer alan 5'lilikert tipi "afet kaygısı ölçeği" kullanılacaktır. Araştırmada veri toplama araçlarından elde edilen nicel veriler SPSS istatistik paket programı aracılıyla korelasyon analizi kullanılmıştır. Araştırma bulguları sonucunda öğrencilerinin afet kaygı düzeyleri ile afet anında ve sonrasında gösterdikleri davranışlar durumları arasında anlamlı ilişki beklenmektedir. Bu çalışmanın afet eğitiminde farklı yaklaşımlar izlenerek oluşturulan afet eğitimlerinde toplumun olası bir afet durumunda zararlı etkilerin azaltılması konusunda farkındalık kazandıracağı düşünülmektedir. Bununla birlikte afet eğitiminde afet kaygısının afete karşı gösterilen davranışlarda rolüne dikkat çekmesi beklenmektedir.

Anahtar Kelimeler: Afet Davranışı, Afet kaygısı, Üniversite öğrencileri, Afet eğitimi

A Research on Digital Stress, Cognitive Flexibility, and Job Performance

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ABSTRACT

In recent years, digital technologies have gained increasing prominence across many domains of life, from daily routines to professional settings. They have significantly influenced how we communicate, interact, access information, and the speed of information that reaches us. Through digital transformation that transcends physical boundaries, socialization and communication increasingly take place via technological platforms such as mobile phones and social media. This ongoing digital transformation, driven by constant accessibility and visibility, may lead to emotional exhaustion and cognitive overload, also referred to as digital stress.

As a relatively recent concept in the literature, digital stress has been shown in various studies to have a significant and negative effect on job performance (Ramadhan, 2025; Oktavia & Zamralita, 2024). It is also well established that stress negatively affects emotional regulation and cognitive flexibility; accordingly, several studies have examined the negative impact of digital stress on cognitive flexibility (Gupta & Kumar, 2026). Cognitive flexibility refers to the capacity to shift attitudes, diversify responses, and adapt thinking patterns according to situational demands, thereby providing a key resource for coping with and adapting to stressful conditions. Existing literature also provides evidence that cognitive flexibility has a positive and significant effect on job performance (Burak, 2023).

This study investigates the relationships among self-rated job performance, digital stress, and cognitive flexibility. No prior study has been identified that examines these three constructs simultaneously. In this study, validated Turkish adaptations of established measurement scales were used, and data were collected through a survey administered to 112 employees on a voluntary basis.

The findings indicate that, contrary to previous literature, the negative relationship between digital stress and job performance was not statistically supported. However, when the five dimensions of digital stress were examined separately, availability stress was found to have a positive and significant effect on job performance ($p < 0.05$). Cognitive flexibility was found to play a moderating role in the relationship between availability stress and job performance, with the strength of this relationship decreasing as cognitive flexibility increased. Finally, cognitive flexibility was found to have a positive and significant effect on job performance, as expected ($p < 0.05$), with an R^2 value of 0.242.

In conclusion, the availability stress dimension of digital stress—arising from continuous digital reachability via smartphones and communication platforms—was found to positively and significantly predict job performance. Cognitive flexibility moderated this relationship, with the positive effect of availability stress on performance being stronger at lower levels of cognitive flexibility. The findings suggest that, under conditions of low cognitive flexibility, a certain level of stress may contribute positively to performance. Consistent with recent literature, cognitive flexibility which is linked to resilience and coping, also had a positive and significant effect on job performance. However, contrary to expectations, no evidence was found to support the hypothesized correlation between digital stress and cognitive flexibility.

To increase the external validity and generalizability of the findings, future studies should be conducted with larger sample sizes drawn from more industry-specific populations.

Keywords: Digital Stress, Cognitive Flexibility, Job Performance.

Dijital Stres, Bilişsel Esneklik ve İş Performansı Üzerine Bir Araştırma

ÖZET

Son yıllarda dijital teknolojiler günlük hayatımızdan iş hayatımıza kadar pek çok alanda ağırlık kazanmakta, nasıl iletişim kurduğumuzu, nasıl etkileşimde bulunduğumuzu, bilgiye nasıl ulaştığımızı ve bilginin bize ulaşma hızını etkilemektedir. Fiziki sınırların ötesinde yaşanan dijital dönüşüm sayesinde, sosyalleşme ve iletişim, cep telefonları ve sosyal medya gibi teknoloji platformları aracılığıyla gerçekleşmektedir. Bu dijital dönüşüm, sürekli ulaşılabilir ve görünür olmak gibi sebeplerle duygusal yorgunluk ve bilişsel olarak aşırı yüklenmeye, diğer bir değişle dijital strese sebep olmaktadır.

Literatürde güncel bir kavram olarak karşımıza çıkan dijital stresin, iş performansını negatif ve anlamlı şekilde etkilediğine dair bulgulara sahip çeşitli çalışmalar bulunmaktadır (Ramadhan, 2025; Oktavia ve Zamralita, 2024). Stresin aynı zamanda duygusal düzenlemeyi ve esnek düşünmeyi olumsuz etkilediği bilinmekte, bu doğrultuda dijital stresin bilişsel esneklik ile ilişkili olduğunu araştıran çeşitli çalışmalar bulunmaktadır (Gupta ve Kumar, 2026). Bilişsel esneklik, koşullara bağlı olarak tutumları değiştirme, tepkileri çeşitlendirme ve düşünme biçimini uyarlayabilme kapasitesini ifade etmekte, stresli durumlarda adapte olabilmek ve başa çıkabilmek için gerekli kaynağı sağlamaktadır. Literatürde bilişsel esnekliğin iş performansını pozitif ve anlamlı şekilde etkilediğini bulan çeşitli çalışmalar mevcuttur (Burak, 2023).

Bu araştırmada, öz-değerlendirmeye dayanan iş performansı, dijital stres ve bilişsel esneklik arasındaki ilişkiler araştırılmaktadır. Literatürde bu üç kavramı birlikte ele alan bir çalışmaya rastlanmamıştır. Araştırmada güvenilirlik ve geçerliği kanıtlanmış ölçeklerin Türkçe uyarlamaları kullanılmış, anket yöntemi ile yapılan araştırmada 112 çalışandan gönüllülük esasına göre toplanan veriler analiz edilmiştir.

Araştırmanın bulgularına göre; literatürdeki çalışmaların aksine, dijital stres ve iş performansı arasındaki negatif ilişki doğrulanamamıştır. Dijital stresin 5 alt boyutu ele alındığında ise, erişilebilirlik stresi boyutunun iş performansını pozitif ve anlamlı şekilde etkilediği bulunmuştur ($p<0,05$). Bilişsel esnekliğin, erişilebilirlik stresi ve iş performansı arasındaki ilişkide düzenleyici role sahip olduğu bulunmuş ve bilişsel esneklik arttıkça bu ilişkinin azaldığı gözlenmiştir. Son olarak bilişsel esneklik değişkeninin beklenildiği şekilde iş performansını pozitif ve anlamlı şekilde etkilediği bulunmuştur ($p<0,05$). Bu etkide R^2 değeri 0,242'dir.

Sonuç olarak, günümüz dünyasında sürekli çevrimiçi olmak, telefonlar ve iletişim platformları sayesinde ulaşılabilir olmanın yarattığı dijital stresin erişilebilirlik stresi alt boyutunun iş performansı üzerindeki etkisi pozitif yönde ve istatistiksel olarak anlamlı bulunmuştur. Bilişsel esnekliğin bu ilişkide düzenleyici rolü olduğu ve düşük bilişsel esneklik düzeylerinde bu ilişkinin daha güçlü olduğu görülmektedir. Düşük bilişsel esneklik düzeylerinde belirli miktarda stresin performansa pozitif etkisinin bu çalışmada istatistiksel olarak görülebilir olduğu belirlenmiştir. Son yıllarda dayanıklılık ve başa çıkma ile ilişkilendirilen bilişsel esnekliğin aynı zamanda iş performansını pozitif ve anlamlı şekilde etkilediği doğrulanmıştır. Beklenildiğinin aksine, dijital stres ve bilişsel esneklik arasında korelasyon olduğuna dair hipotezimiz desteklenememiştir.

Araştırma bulgularının genellenebilirliğini artırmak amacıyla ilerleyen çalışmalarda daha geniş ve sektörler özelinde daha odaklı bir örneklem grubuna başvurulması önerilmektedir.

Anahtar Kelimeler: Dijital Stres, Bilişsel Esneklik, İş Performansı.

Konaklama İşletmelerinde Stratejik Ortaklık Algıları, Psikolojik İyi Oluş ve Uyum Performansı İlişkisinde Psikolojik İklimin Aracı Etkisi*

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ÖZET

Son yıllarda birçok stratejik ortaklık raporunda düşük uyum performansının, çalışanlar ve yöneticilerin psikolojik iyi oluş algılarından ve iş yerlerindeki psikolojik iklimden kaynaklandığına dair kanıtlar sunulmaktadır. Ancak özellikle stratejik ortaklıkların kuruluş aşamasında uyum performansının öncülleri olarak psikolojik iyi oluş ve psikolojik iklimin etkilerini inceleyen ampirik çalışmalara henüz rastlanmamaktadır. Bu bağlamda çalışmanın amacı, konaklama endüstrisinde psikolojik iklim aracılığıyla stratejik ortaklık algılarının ve psikolojik iyi oluş algılarının uyum performansına etkilerini ortaya koymaktır. Çalışmanın verileri, Nevşehir ilinde faaliyet yürütürken stratejik ortaklık yapan turizm belgeli ve belediye belgeli konaklama işletmelerinin yönetici ve çalışanlarından bir anket yardımıyla toplanmıştır. Bu araştırmada hiyerarşik regresyon analizi yardımıyla ileri sürülen hipotezler test edilmiştir. Bulgular hem stratejik ortaklık algılarının hem psikolojik iyi oluş algılarının hem de psikolojik iklimin uyum performansını pozitif ve anlamlı etkilediğini ortaya koymaktadır. Ayrıca psikolojik iklim, stratejik ortaklık algıları ile uyum performansı ilişkisine tam aracılık ederken, psikolojik iyi oluş ile uyum performansı ilişkisine kısmi aracılık etmektedir. Son olarak bu çalışmanın bulguları dikkate alınarak hem bazı teorik çıkarımlarda hem de konaklama işletmelerine yönelik pratik çıkarımlarda bulunulmakta, çalışmanın birtakım sınırlamaları olduğu vurgulanmakta ve gelecek araştırmalara yönelik bazı öneriler sunulmaktadır.
Anahtar Kelimeler: Psikolojik İklim, Stratejik Ortaklık Algıları, Psikolojik İyi Oluş, Uyum Performansı, Konaklama İşletmeleri

The Mediating Effect of Psychological Climate on the Relationship Between Perceptions of Strategic Alliances, Psychological Well-being, and Adaptive Performance in Hospitality Enterprises

ABSTRACT

In recent years, many strategic alliances reports have presented evidence that low compliance performance stems from perceptions of employees and executives of psychological well-being and the psychological climate in the workplace. However, empirical studies examining the impacts of psychological well-being and psychological climate as predictors of adaptive performance, particularly in the establishment phase of strategic alliances, are yet to be found. In this context, the purpose of the study is to reveal the impacts of strategic alliances and psychological well-being on adaptive performance through the psychological climate in the hospitality industry. The data for the study were obtained through a survey from 355 executives and employees of tourism-licensed and municipality-licensed hospitality enterprises operating in Nevşehir province that have strategic alliances. In this study, the hypotheses put forward were tested using hierarchical regression analysis. The results reveal that both perceptions of strategic alliances, perceptions of psychological well-being, and psychological climate positively and significantly affect adaptive performance. Furthermore, psychological climate fully mediates the link between perceptions of strategic alliances and adaptive performance, while it partially mediates the link between psychological well-being and adaptive performance. Finally, based on the findings of the study, both

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theoretical implications and practical implications for hospitality enterprises are drawn, some limitations of the study are emphasized, and some suggestions for future research are offered.

Keywords: Psychological Climate, Perceptions of Strategic Alliances, Psychological Well-Being, Adaptive Performance, and Hospitality Enterprises

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Atatürk'ün Eğitim, Siyasi ve Ekonomi Felsefe Anlayışı

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ÖZET

Atatürk'ün felsefe anlayışı, felsefenin temel prensipleri ve önemi üzerine derinlemesine bir çalışma yapılmıştır. Bu çalışmada, Atatürk'ün felsefi görüşleri, felsefe eğitiminin önemi ve yaklaşımı, felsefi eserleri ve etkileri, Atatürkçü felsefe anlayışının günümüzdeki yansımaları ve sonuç değerlendirmeleri ele alınmıştır. Akılcılık veya rasyonalizm olarak da adlandırılan, akılcılığın bilginin kaynağı olduğunu; doğru bilgiye düşünce ve akıl ile ulaşılabileceğini savunan felsefi görüştür. Buna göre, kesin ve evrensel bilgilere ancak akıl aracılığıyla ulaşılabilir. Bilimsellik akılcılığın değişmez sonucudur. Akıl yolu ile yapılan bilinçsel çalışmalarla bilimsellik ortaya çıkar. Her türlü çalışmanın kaynağı akıl ve bilimdir.

Mustafa Kemal Atatürk'ün Türk toplumunun bütün alanlarına egemen kılmak istediği en önemli üç şey: Bilimsel, Usçuluk ve realistidir. Atatürk'ün yaşam felsefesine göre; insan aklı çok değerlidir. Akıl ve mantıkla her şeyin çözüleceğini savunur. Atatürk çağdaşlarına göre daha cesur atılımlarda bulunarak Egemenliğin ancak savaşarak, mücadele ederek alınacağını vurgu yaparak siyasete yön vermiştir. Devlet dış güçlere karşı iktidarı yalnızca güç kullanarak kazanır. Buda halkın egemenliği ve demokratik bir iktidarla mümkündür. Dengeli ve adil bir toplum kurarak Türkiye'yi çağdaş devlet haline getirmeyi hedeflemiştir. Siyasette inandığı güç, milli bağımsızlık, ulusal egemenlik ve ulusun vicdanıdır.

Atatürk, akılcılığı sonucu batı felsefesini araştırıp incelemiş akıl ve bilimselliği temel almıştır. Akıl ve bilimle çağdaş uygarlık seviyesinin de üstüne çıkmanın bilincinde olup felsefe anlayışını birçok alana yansıtmıştır. Özellikle eğitimdeki felsefi görüşü çok önemli yer tutar. Dewey, 1924 yılında Mustafa Kemal Atatürk'ün isteği üzerine Türkiye'ye davet edilmiştir. John Dewey Türkiye'ye gelerek Türk eğitim sistemi üzerinde incelemeler yaptıktan sonra kapsamlı bir rapor hazırlamıştır. Bu rapora göre eğitim sistemine yeni düzenlemeler getirilmiştir. Dewey pragmatist felsefeyi eğitimine yer vermiştir.

Atatürk filozofların kitaplarını okurken daha akıllı filozoflar şöyle ifade ediyorlardı ki: "*Mademki sonu nasıl olsa sıfırdır, hiç olmazsa yaşadığımız sürece şen ve neşeli olalım.''* Düşüncesine önem vermiştir. Atatürk hakkında 12 adet kitap yazmış olan Arjantinli Jorge Blanco Villalta (1909-2003) ya göre "*Atatürk, yalnızca tüm zamanların en iyi komutanlarından biri değil, aynı zamanda siyaset kuramının büyük filozoflarından biridir.*'' Sözlerine yer vermiştir.

Anahtar Kelimeler: Felsefe, Akılcılık, Atatürk, Eğitim

Atatürk's Understanding of Educational, Political, and Economic Philosophy

ABSTRACT

This study provides an in-depth analysis of Atatürk's understanding of philosophy, its fundamental principles, and its importance. It examines Atatürk's philosophical views, the importance and approach to philosophy education, his philosophical works and their influence, and the contemporary reflections and concluding assessments of Atatürk's philosophical understanding. Rationalism, also known as rationalism, is the philosophical view that argues that rationality is the source of knowledge; that true knowledge can be reached through thought and reason. According to this view, certain and universal knowledge can only be attained through reason. Scientific inquiry is the unchanging result of rationalism. Scientific inquiry emerges from conscious work done through reason. The source of all work is reason and science. The three most important things Mustafa Kemal Atatürk wanted to

establish in all areas of Turkish society were: scientific inquiry, rationalism, and realism. According to Atatürk's philosophy of life, human reason is invaluable. He argues that everything can be solved through reason and logic. Atatürk, making bolder strides than his contemporaries, guided politics by emphasizing that sovereignty can only be gained through struggle and conflict. The state gains power against external forces only by using force. This is possible through popular sovereignty and a democratic government. He aimed to transform Turkey into a modern state by establishing a balanced and just society. The power he believed in in politics was national independence, national sovereignty, and the conscience of the nation. As a result of his rationalism, Atatürk researched and studied Western philosophy, basing his approach on reason and scientific principles. Aware of the need to surpass the level of contemporary civilization through reason and science, he reflected his philosophical understanding in many areas. His philosophical views, particularly in education, hold a very important place. Dewey was invited to Turkey in 1924 at the request of Mustafa Kemal Atatürk. After visiting Turkey and conducting studies on the Turkish education system, John Dewey prepared a comprehensive report. According to this report, new regulations were introduced to the education system. Dewey incorporated pragmatist philosophy into education. While Atatürk was reading the books of philosophers, he noticed that more intelligent philosophers expressed it this way: “Since the end is ultimately nothing, let us at least be cheerful and joyful while we live.” He valued this idea. According to the Argentinian Jorge Blanco Villalta (1909-2003), who wrote 12 books about Atatürk, “Atatürk was not only one of the best commanders of all time, but also one of the great philosophers of political theory.”
KeyWords: Philosophy, Rationality, Ataturk, Education.

Türkiye'de Çalışan Bağlılığı ve Refahının 2010–2025 Dönemindeki Eğilimleri: Gallup State of the Global Workplace Verileri Üzerinden Çok Boyutlu Analiz

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ÖZET

Çalışan bağlılığı (employee engagement), örgütsel verimlilik, çalışan refahı ve makroekonomik çıktılar üzerindeki belirleyici etkileri nedeniyle uluslararası yazında giderek daha fazla önem kazanan bir kavramdır. Gallup tarafından 3,3 milyondan fazla çalışan üzerinde yürütülen meta-analizler, yüksek bağlık sergileyen ekiplerin %23 daha yüksek kârlılık, %70 daha yüksek refah ve %78 daha düşük devamsızlık sergilediğini ortaya koymaktadır. Buna karşın Türkiye için bu göstergelerin uzun dönemli seyrini bütüncül bir çerçevede ele alan çalışmalar sınırlıdır. Mevcut çalışma, Türkiye'de istihdam algısı, çalışan bağlılığı, yaşam değerlendirmesi ve günlük negatif duygu göstergelerinin 2010–2025 döneminde nasıl evrildiğini incelemeyi ve söz konusu boyutlar arasındaki yapısal ilişkileri ortaya koymayı amaçlamaktadır. Çalışma, ikincil veri analizine dayanmakta, araştırmanın veri kaynağını, Gallup State of the Global Workplace Report 2010 – 2026 kapsamında yayımlanan Türkiye ülke trendleri veri setleri oluşturmaktadır. Analiz, dört ana boyut altında on bir gösterge üzerinden yürütülmüştür: iş piyasası/istihdam algısı (Good Time to Find Job), Gallup Q12 çalışan bağlılığı (Engaged, Not Engaged, Actively Disengaged), Cantril yaşam değerlendirme indeksi (Thriving, Struggling, Suffering) ve günlük negatif duygular olarak stres, endişe, öfke ve üzüntü. Verilerin analizinde tanımlayıcı istatistikler, dönem ortalamaları ve göstergeler arası ilişki analizleri kullanılmıştır. Bulgular, 2010–2017 iyimserlik, 2018–2019 kırılma, 2020–2022 akut şok ve 2023–2025 normalleşme olmak üzere dört alt dönem çerçevesinde yorumlanmıştır. Bulgular, Türkiye'de işyeri refahı göstergelerinin 2010–2025 döneminde doğrusal olmayan, kırılmalar içeren ve çok boyutlu bir değişim örüntüsü sergilediğini göstermektedir. İş bulma iyimserliği 2017 yılında %43,2 ile en yüksek düzeyine ulaşmış, 2021 yılında %15,9'a gerilemiş ve 2025 itibarıyla yalnızca %22,9 seviyesine yükselebilmiştir. Bu sonuç, iş piyasasına ilişkin olumlu algının 2018 sonrası dönemde belirgin biçimde zayıfladığını ve pandemi sonrası dönemde sınırlı bir toparlanma sergilediğini göstermektedir. Çalışan bağlılığı açısından da benzer biçimde olumsuz bir seyir izlenmiştir. Engaged oranı 2016 yılındaki %17,2'lik zirvesinden 2025 yılında %7,8'e düşerken, Not Engaged oranı serinin zirvesi olan %68,1'e yükselmiştir ki bu da çalışanların önemli bir bölümünün işleriyle kurduğu duygusal, bilişsel ve motivasyonel bağın zayıfladığını göstermektedir. Yaşam değerlendirmesi boyutunda Thriving oranının 2016 sonrasında yaklaşık %19 düzeyinde yapışkan tavan sergilediği görülmektedir. Diğer bir ifadeyle, yaşamını olumlu değerlendiren çalışanların oranı belirli bir eşiğin üzerine çıkamamış ve refah göstergelerinde kalıcı bir iyileşme sağlanamamıştır. Suffering oranı 2025 yılında %12,7'ye gerilemekle birlikte, aynı dönemde Struggling oranının %68,6'ya yükselmesi, olumsuz yaşam değerlendirmesindeki şiddet azalmasının güçlü bir refah artışına dönüşmediği şeklinde yorumlanabilir. Günlük negatif duygular açısından en dikkat çekici bulgu stres göstergesinde ortaya çıkmıştır. Stres oranı 13 yıllık dönemde 11,3 puan artarak %65,7'ye ulaşmış ve çalışan refahı üzerinde kalıcı bir baskı alanı oluşturmuştur. İlişki analizleri, iş bulma iyimserliği ile stresin ters yönlü, stres ile endişenin ise beklenen şekilde benzer seyirde olduğunu göstermektedir. Bununla birlikte 2023–2025 alt döneminde dikkat çekici bir paradoks ortaya çıkmıştır: öfke ve üzüntü göstergeleri 2010 seviyesinin altına gerilerken, çalışan bağlılığı serinin neredeyse en düşük düzeyine çekilmiştir. Sonuçlar, Türkiye'de işyeri refahının 2018 sonrası dönemde yalnızca geçici bir duygusal zorlanma alanı olarak değil, daha derin ve yapısal bir motivasyon sorunu olarak ele alınması gerektiğini göstermektedir. Negatif duygulardaki kısmi yumuşamaya rağmen çalışan bağlılığının toparlanmaması, çalışanların örgütleriyle kurdukları psikolojik bağın zayıfladığını ve iş deneyiminin anlam, enerji, aidiyet ve katkı boyutlarında aşınma yaşandığını düşündürmektedir. Gelecek araştırmalarda, Gallup veri setinin tamamına erişim ile, verilerin yaş, cinsiyet, gelir düzeyi ve çalışma biçimi gibi alt gruplar temelinde incelenmesi ve karşılaştırmalı ülke analizleriyle desteklenmesi, çalışan bağlılığı ve refahındaki dönüşümün daha ayrıntılı biçimde anlaşılmasına katkı sağlayacaktır.

Anahtar Kelimeler: Çalışan Bağlılığı, İşyeri Refahı, Gallup State of The Global Workplace, Türkiye İşgücü Piyasası

Employee Engagement and Well-Being Trends in Türkiye, 2010–2025: A Multidimensional Analysis of Gallup State of the Global Workplace Data

ABSTRACT

Employee engagement is a concept gaining increasing importance in international literature due to its crucial impact on organizational productivity, employee well-being, and macroeconomic outcomes. Meta-analyses conducted by Gallup on over 3.3 million employees reveal that teams exhibiting high engagement show 23% higher profitability, 70% higher well-being, and 78% lower absenteeism. However, studies that comprehensively address the long-term trends of these indicators in Turkey are limited. This study aims to examine how indicators of employment perception, employee engagement, life evaluation, and daily negative emotions evolved in Turkey between 2010 and 2025, and to reveal the structural relationships among these dimensions. The study relies on secondary data analysis, and the data source for the research consists of the Turkey country trends datasets published within the scope of the Gallup State of the Global Workplace Report 2010-2026. The analysis was conducted using eleven indicators under four main dimensions: job market/employment perception (Good Time to Find Job), Gallup Q12 employee engagement (Engaged, Not Engaged, Actively Disengaged), Cantril life assessment index (Thriving, Struggling, Suffering), and daily negative emotions such as stress, anxiety, anger, and sadness. Descriptive statistics, period means, and inter-indicator correlation analyses were used to analyze the data. The findings were interpreted within four sub-periods: optimism (2010–2017), disruption (2018–2019), acute shock (2020–2022), and normalization (2023–2025). The findings show that workplace well-being indicators in Turkey exhibit a non-linear, discontinuous, and multidimensional pattern of change during the 2010–2025 period. Job-finding optimism peaked at 43.2% in 2017, declined to 15.9% in 2021, and rose only to 22.9% by 2025. This result indicates that positive perceptions of the job market weakened significantly after 2018 and showed only limited recovery in the post-pandemic period. A similarly negative trend was observed in terms of employee engagement. While the Engaged rate fell from its peak of 17.2% in 2016 to 7.8% in 2025, the Not Engaged rate rose to 68.1%, indicating a weakening of the emotional, cognitive, and motivational connection that a significant portion of employees have with their work. In terms of life experience, the Thriving rate showed a sticky peak of approximately 19% after 2016. While the suffering rate is expected to decrease to 12.7% in 2025, the increase in the struggling rate to 68.6% during the same period suggests that the decrease in the severity of negative life evaluations did not translate into a strong increase in well-being. The most striking finding regarding daily negative emotions emerged in the stress indicator. The stress rate increased by 11.3 points over the 13-year period, reaching 65.7%, creating a persistent area of pressure on employee well-being. Relationship analyses show that job-finding optimism and stress are inversely related, while stress and anxiety follow a similar trend, as expected. However, a striking paradox emerged in the 2023–2025 sub-period: while indicators of anger and sadness fell below 2010 levels, employee commitment reached almost its lowest level in the series. The results indicate that workplace well-being in Turkey should be addressed not merely as a temporary area of emotional strain in the post-2018 period, but as a deeper, more structural motivational problem. Despite a partial softening of negative emotions, the failure of employee engagement to recover suggests a weakening of the psychological bond employees have with their organizations and an erosion of the meaning, energy, belonging, and contribution dimensions of the work experience. Future research, with access to the complete Gallup dataset and analysis of data based on subgroups such as age, gender, income level, and employment type, supported by comparative country analyses, will contribute to a more detailed understanding of the transformation in employee engagement and well-being.

Keywords: Employee Engagement, Workplace Well-being, Gallup State of The Global Workplace, Turkish Labor Market

Analysis of XCD and Starch Additives on the Rheological Properties of Brine Completion Fluids

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ABSTRACT

Problem statement: The use of high specific gravity (SG = 1.7) nitrate salt-based completion fluids often suffers from rheological instability when formulated without appropriate additives, potentially triggering solids suspension failure and formation damage. Consequently, the fluid was diluted with fresh water to achieve SG variations of 1.3, 1.4, and 1.5 to evaluate the impact of density modifications on the rheological characteristics and stability of completion fluids.
Purpose of the study: This study aims to analyze and compare the effects of adding XCD polymer and starch (at mass variations of 1, 2, 3, 4, and 5 grams) on the rheological properties of nitrate salt completion fluids across various density levels.
The method: Laboratory experiments were conducted by preparing base nitrate salt fluids at densities of 1.3, 1.4, and 1.5 SG. For each density, XCD polymer (1–5 grams) and starch (1–5 grams) were added separately for comparative evaluation. Rheological testing included measurements of plastic viscosity (PV), yield point (YP), and gel strength using a standard API Fann VG Meter.
Result: The experimental results indicated that the addition of XCD polymer provided a significantly more pronounced and stable increase in viscosity and yield point compared to starch across all three density variations.

At a higher density (1.4), the high concentration of nitrate salt slightly hindered additive hydration; however, XCD at concentrations of 4 and 5 grams maintained better rheological stability than starch.
Conclusion: In conclusion, XCD polymer demonstrates superior performance as a viscosifier compared to starch in nitrate salt completion fluid systems, where its effectiveness is heavily influenced by the density level of the base fluid.
Key Words: XCD, Starch, Rheology, Specific Grafity, viscosifier.

Challenges of the System of Taxation and Distribution of Income in Albania

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ABSTRACT

Tax reforms are often motivated by their potential to improve economic performance. However, their real impacts are difficult to assess. The adoption of tax systems in Central and Eastern European countries has often been supported by arguments of simplicity, higher compliance and lower distortionary effects. However, since income inequality is high in these countries, the approach of progressive policies in the tax system has often been discussed or presented. This paper is inspired by the historical debate on the two tax systems, flat and progressive, systems which have been present in the economy of Albania during the last twenty years. Knowing the effect that tax systems have on income, this paper will carefully analyze the effects that these two systems have on the economy, which are quite important in the economic performance of a country, especially Albania. The paper is also characterized by a detailed comparative analysis of Albania with the countries of the region, an analysis which is based on a wide literature. The paper also discusses the existence of an optimal taxation system in the form of a recommendation.
Keywords: tax reforms, income inequality, flat and progressive tax system, comparative analysis, optimal taxation system.

Selected Issues Related to Terrorist Financing Using Virtual Currencies

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ABSTRACT

The use of virtual currencies for the transfer of assets for terrorist activities, due to their characteristics that are conducive to the anonymization of the parties to the transaction and make it difficult to both track transfers and stop them, may be one of the methods of financial support for terrorism.
Virtual currencies themselves have grown in popularity due to their features, such as global availability, ease of access, reliable and irreversible transactions, low cost, and speed of international transfer. However, their use in Europe among terrorist organisations seems to be relatively weak in relation to the development of their popularity among transnational organised crime groups, especially those linked to cybercrime.
The European Union Agency for Law Enforcement Cooperation (Europol) TE-SAT report for 2025 concludes that the number of cases related to the use of cryptocurrencies for terrorist financing purposes remained low in 2025. Foreign services have identified cases of the use of virtual currencies to carry out transactions related to terrorist financing in Europe, although their number remains relatively small. The use of virtual currencies is difficult to apply and requires specialist knowledge. The use of virtual currencies to transfer assets for terrorist activities poses a medium terrorist financing risk.
The crypto-asset market is transnational in nature, escaping the territorial nature of regulated activities. Also in Poland, the cryptocurrency market is not a regulated or supervised market. Some of the entities operating on the cryptocurrency market are authorized to provide payment services, in particular for the settlement of payments made by legal tender (FIAT) for purchased or sold cryptocurrencies. In this respect, the activities of these entities are subject to supervision by the Polish Financial Supervision Authority.
However, it should be emphasized that this supervision concerns only the regularity of the provision of payment services and does not cover the issue of the fulfilment of obligations arising from the purchase or sale of cryptocurrencies by these entities or persons represented by them.
Due to the rapidly evolving technologies and products of the cryptocurrency market, the European Union has decided to include crypto-assets, issuers of crypto-assets and crypto-asset service providers (crypto-asset trading platforms and crypto-asset wallets) under the regulatory framework. This is intended to ensure greater transparency in the European Union, as only some Member States had national rules on crypto-assets, while there was no specific regulatory framework at EU level.
Key Words: virtual currencies, terrorist financing, security, terrorism.

COMMUNICATION
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6-7 June 2026- New Delhi, India

13th

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CEO Congress Zoom Meeting Room 1

6 June 2026, Saturday

OPENING CEREMONY	
Saturday 6 June 2026 **9:00-10:00**	Opening Speeches **Moderator:** Prof. Dr. **Lamia HAMMAD** **Speakers:** **National Anthem of the Republic of Turkiye** **National Anthem of the Republic of India** **Kerim KARADAL, Coordinator** Prof. **Ir. M. Aman Wirakartakusumah,** Rector of IPMI Institute **Indonesia, Co-Chair** Prof. Dr. **Sergii KHOLOD,** Rector of Alfred Nobel University **Ukraine, Co-Chair** Dr. Ir. **Amelia Naim,** Head of CSMSR, IPMI Institute, Jakarta, Indonesia, **Indonesia** 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** Prof. Dr. **Gauri MODWEL**, Director at New Delhi Institute of Management, **New Delhi, India-Chair** Dr. **Anurag Agnihotri**, Delhi University, **India**
"Room Link:	**Zoom Meeting Link for Room 1**

CEO Congress Zoom Meeting Room 1
6 June 2026, Saturday

Keynote Speakers Session	
Saturday 6 June 2026 **10:00-11:30**	**Moderator:** Assoc. Prof. Dr. **Analjyoti BASU** **Keynote and Guest Speakers:** Prof. Dr. **Shahida Sajjad,** Vice Chancellor, Metropolitan University, Karachi **Pakistan, Chair** Prof.Dr. Luís Miguel Cardoso, Polytechnic Institute of Portalegre, Portugal 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-KAFAFİ**, Director of Arrows Research Consultancy, **New Zealand** Prof. Dr. **Hernán E. Gil FORLEO**, University of Buenos Aires, **Argentina** **Carles Agustí i Hernàndez**, International Governance Consultant & SDG Manager, **Barcelona/Spain**
"Room Link:	**Zoom Meeting Link for Room 1**

Research Methods Workshop	
Saturday 6 June 2026 **11:30-12:00**	**Moderator:** Dr. **Rey TY**, Payap University – **Thailand** **Title:** **Elements of Empirical Research, Pitfalls, and Remedies**
Room Link:	**Zoom Meeting Link for Room 1**

CEO Congress Zoom Meeting Room 1

6 June 2026, Saturday

Meeting Room 1	Zoom Meeting Link for Room 1		
6 June 2026 Session 1	12:00-13:30	Moderator	Wiwiek Mardawyah DARYANTO Liena PRAJOGI

1. The Lived Experience of Business School Lecturers - Implications for Business Leadership - **Dr. James Forson**
2. Financial Health Analysis of PT HM Sampoerna Tbk Before and After The COVID-19 Pandemic (2017–2025) - **Arya Bima CAHYAATMAJA, Wiwiek Mardawiyah DARYANTO**
3. The Influence of Competence and Work Discipline on Employee Productivity at PT CEN Company, Jakarta - **Sri Widodo, Guntur Sahputra, Yohanes Ferry Cahaya**
4. Managing the Role of Graphic Designers in Strengthening Visual Identity and Visitor Experience at Art Jakarta Gardens 2026 - **Arief YULIANTO, Wiwiek Mardawyah DARYANTO, Liena PRAJOGI, Farah Agharid ZAHRA, Trinadia REGITA**
5. The Influence Of Green Organızatıonal Culture On Envıronmental Performance Medıated By Green Innovatıon And Job Satısfactıon At The General Secretarıat Of The Indonesıan Natıonal Armed Forces (Setum Tnı) - **Dr. Yohanes Ferry Cahaya, S.E., M.M., Dr. Herni Pujiati, S.E., M.M., Dr. Dewi Puspaningtyas Faeni, M.B.A.,B.Sc, Dr. Theresia Oktavia Sadipung, S.E., M.Si., Cuk Hendradınata**
6. The Influence Of Sustainable Organizational Culture, Sustainable Competencies, And Sustainable Motivation On The Sustainable Performance Of Personnel at Radar Unit 242 Tanjung Warari - **Dr. Herni Pujiati, S.E., M.M., Dr. Yohanes Ferry Cahaya, S.E., M.M., Dr. Dewi Puspaningtyas Faeni, M.B.A.,B.Sc, Victoria Andaraputri Koenoro, Mochammad Jıhad Fısabılıllah Qatamsı**
7. The Influence Of Sustainable Organizational Culture, Sustainable Competencies, And Sustainable Motivation On The Sustainable Performance Of Personnel at Radar Unit 242 Tanjung Warari - **Dr. Yohanes Ferry Cahaya, S.E., M.M., Dr. Herni Pujiati, S.E., M.M., Dr. Dewi Puspaningtyas Faeni, M.B.A.,B.Sc, Dr. Juhaeti, S.E., M.M., Robby Kurniawan**
8. Technology Acceptance of Education Technology Toward User Engagement an Empirical Study in East Java - **Kholifatul Muawanah, Yulita F. Susanti, Ph.D**

Meeting Room 1	Zoom Meeting Link for Room 1		
6 June 2026 Session 2	13:30-15:00	Moderator	Dr. Ir. Amelia Naim INDRAJAYA Leonnard ONG

1. Recognition Before Trust: Linguistic Effort and the Emergence of Relational Openness in Asymmetric International Interaction - **Claudio ALVAREZ**
2. Integrating Green Marketing and Smart Tourism for Urban and Rural Sustainability: A Multiple Case Study of Edu-Tourism in Indonesia - **Amelia Naim INDRAJAYA, Samuel PD ANANTADJAYA, Yulita Fairina SUSANTI, Eka Sri Dana AFRIZA, Lusita VEBRIANTI**
3. Developing a Community-Based Smart Edu-Tourism Model: Integrating Green Marketing and Artificial Intelligence for Urban Sustainability - **Yulita Fairina SUSANTI, Amelia Naim INDRAJAYA, Eka Sri Dana AFRIZA, Lusita VEBRIANTI**
4. The Effect of Digital Literacy, Platform Support, Time Management, and Social Support to Effectiveness of Affiliate Marketing for Mothers in Java Island - **Fauzan AKBAR, Leonnard ONG**
5. A Case Study on the Role of Creative Design Process Activity Through Contents on Instagram and Customer's Satisfaction Towards Advocacy in KidZania Jakarta - **Fadhil PERMANA, Leonnard ONG**
6. SPICY SPLENDID SENSATION: The Rise of Korean Delicacies in Indonesia with The Absence of Advertisement - **Irma M NAWANGWULAN, Timotius A RACHMAT, Samuel PD ANANTADJAYA, Daniella CE SAMUEL, DC Ethan SAMUEL**
7. Strategic Ambiguity in Physiotherapy Service Identity: Implications for Value Proposition and Competitive Positioning of NK Health Clinics - **Henny Taurina ISNAWATI, Leonnard ONG**
8. The Impact of Digitalization Strategy Adoption and Digital Transformation on Sustainable Business Performance: The Roles of Market Driven Business Model Innovation and Digital Leadership Capabilities in Indonesia - **Esha Etlin SARATOGA, Dr. Ir. Amelia Naim INDRAJAYA**
9. Alkaline – Surfactant Phase Behavior Evaluation for Eor - **Tara Puspita HAPSARI, Rini SETIATI, Dwi Atty MARDIANA, Muh. Taufiq FATHADDIN**

Meeting Room 1	Zoom Meeting Link for Room 1		
6 June 2026 Session 3	15:00-16:30	Moderator	PhD. Osman Berke DUVAN Krzysztof Mucha PhD

1. Selected issues related to terrorist financing using virtual currencies - **Krzysztof Mucha PhD**
2. Selected Methods of Financing Terrorism in Business Transactions - **Krzysztof Mucha PhD**
3. Threats to the banking sector from money laundering and terrorist financing - **Krzysztof Mucha PhD**
4. Speed vs Sustainability: Examining Consumer Trade-offs in Quick Commerce - **Dr. Mohd Junaid AKHTAR, Dr. Mohd AZHAR, Dr. Mohd ADIL**
5. Sustainability Uncertainty and Equity Market Connectedness in BRIC Countries: Evidence from Partial and Bivariate Wavelet Coherence Analysis - **Dr. Haseen Ahmed, Dr. Sharif Mohd.**
6. Profit-Price Spiral in Türkiye: Evidence from Cointegration and VECM Analysis - **PhD. Osman Berke DUVAN**
7. Green HRM Practices and Employee Sustainable Behavior: Examining the Mediating Role of Employee Engagement and Moderating Role of Ethical Leadership - **Ms. Guneet Gill, Dr. Natasha Tageja, Ms. Ruchi Singh**
8. Interconnected Futures in Refugee Contexts: Technology, Entrepreneurship, and Sustainable Development - **Deepika Swain, Emmanuel Ndayisaba, Arpita Jena**

Meeting Room 1	Zoom Meeting Link for Room 1		
6 June 2026 Session 4	16:30-18:30	Moderator	Professor Joanna JASIŃSKA Ph.D. Karolina KULIGOWSKA

1. Towards Self-Generating Chatbots: Improving Customer Service Automation Through NLP - **Ph.D. Karolina KULIGOWSKA**
2. Contemporary Challenges and Conditions of Access to Finance for the SME Sector in Poland and the European Union (2024–2026) - **Ph.D. Dorota STOKOWSKA**
3. Interpersonal Conflicts in The Nursing Team – Risks and Self-Management Strategies - **Professor Joanna JASIŃSKA, Ph.D. Agnieszka NOWACKA**
4. Artificial Intelligence (AI) and its Impact on The Job Market and Privacy - **Ph.D. Eng. Rafał MIKOŁAJCZAK**
5. Catastrophe Bonds in The Insurance Market: Experiences from Recent Years - **Ph.D. Agnieszka WIKARCZYK**
6. Strategic Resilience of Innovative Enterprises - **Ph.D. Jacek WOŹNIAK**
7. Optimizing Outcomes in Psoriasis: Impact of Deniplant Nutraceuticals - **Major Gheorghe GIURGIU, Prof dr med Manole COJOCARU**
8. Tourism and Economic Growth: An Econometric Analysis - **Manel ATTOUCHI**
9. Modelling the interaction between tourism, energy consumption, pollutant emissions and economic growth in selected North African nations - **Manel ATTOUCHI**

Meeting Room 1	Zoom Meeting Link for Room 1		
6 June 2026 Session 5	18:30-19:30	Moderator	Prof. Mihaela-Corina Bucur, MEd Mohsen Mohammadi Khyareh

1. Green Digitalization or Greenwashing? The Environmental Cost of Sustainable Digital Transformation - **Mohsen Mohammadi Khyareh**
2. Resistance to Digital Transformation and the Cultural Political Economy of Sustainability - **Mohsen Mohammadi Khyareh**
3. Cybersecurity Risk and Sustainable Governance: When Digital Transformation Undermines Institutional Trust - **Mohsen Mohammadi Khyareh**
4. Digital Altars: The Transformation of Sacred Space in Virtual Communities - **Prof. Mihaela-Corina Bucur, MEd**
5. Justice Algorithmed: The Erosion of Liability in the Digital Age - **Prof. Mihaela-Corina Bucur, MEd**
6. The Digital Divide in Care: Human Connections in the Age of Telehealth - **Prof. Mihaela-Corina Bucur, MEd**
7. A Critical Review of the Government of Pakistan's Efforts to Establish Sustainable Peace in the State - **Prof. Dr. Matloob AHMAD**
8. The Shift from Aspirational to ‘Anti-Aspirational’ Branding: Reshaping Luxury Consumption Among Culturally Aware - **Prof. Dr. Parul MALIK, Asst. Prof. Dr. Sarita NAGVANSHI, Marketing Manager Dhriti MALIK, Asst. Prof. Angad MUNSHI**

CEO Congress Zoom Meeting Room 1

7 June 2026, Sunday

Meeting Room 1	Zoom Meeting Link for Room 1		
7 June 2026 Session 6	09:00-10:30	Moderator	Liena PRAJOGİ

1. Comparative Literature Study on the Effect of Salinity on Recovery Factor in Core Flooding Tests Using Palm Oil MES Surfactant and 96% Ethanol on 33°API Light Crude Oil - **Syarifah Faradillah Maythia ZEIN, Rini SETIATI, Reno PRATIWI, Ardiansyah Guntur SAPUTRA, Widia YANTI**
2. Optimization of Financial Governance in the MSME Sector through FIFO Algorithm Integration in the Design of Web-Based Accounting Information Systems - **Bryan FEBRIAN, Alexandro FRANCISCO, Wiwiek Mardawyah DARYANTO, Liena PRAJOGI, Arief YULIANTO, Ni Putu Winda AYUNINGTYAS**
3. Nature-Based Solutions for Clean Water Crisis Mitigation: Opportunities for Sustainable Entrepreneurship - **Wahyu Sejati, Sih Andajani, Dina Paramitha Anggraeni Hidayat, Putri Aida Azizah Rahmah, Maïssa Bigué NGOM**
4. The Effect of Gender Stereotypes on Leadership Aspiration: The Mediating Role of Self-Efficacy among Female Employees - **Liena PRAJOGİ, Yuary FARRADİA, Amelia Naim INDRAJAYA, Vita Maya KUSUMAWATİ, Farah Agharid ZAHRA, Dewi MELATİ**
5. Integrating AI and Human Capital in Strategic Green Marketing and Green Supply Chain Management Systems for Indonesian SMEs Sustainability - **Yuary FARRADİA, Liena PRAJOGİ, Chairul HAMDANİ, Restu WİDİATİ, Elfina MAULİD**
6. Analysis of XCD and Starch Additives on the Rheological Properties of Brine Completion Fluids - **Dicky Taufik Adi PRADANA, Muhammad Taufiq FATHADDIN, Rachmi KARTINI, Panca WAHYUDI, Usman PASARAI, Aliyah Muhamad BISYIR, Muhammad Furqon Haryono BIMANTORO**
7. Literature Review: The Influence of Salinity on the Adsorption of Palm Oil MES Surfactant - **Ardiansyah Guntur SAPUTRA, Rini SETIATI, Marmora Titi MALINDA, Syarifah Faradillah Maythia ZEIN, Widia YANTI**
8. A Love Letter to America: Bad Bunny Super Bowl Halftime Show—A Decolonial Political-Economy Spectacle - **Rey Ty**
9. Examining The Impact of AI-Powered Chatbots on Customer Satisfaction and Trust in Online Food Delivery Platforms in Delhi-NCR - **Dr. Aakanksha Nirala, Dr. Navodita Chaudhary**

Meeting Room 1	Zoom Meeting Link for Room 1		
7 June 2026 Session 7	10:30-12:00	Moderator	Assoc. Prof. Dr. Amina OMRANE Assoc. Faculty Dr. Heather HENDERSON

1. Social Media and Digital Interconnectedness: Implications for Sustainable Learning Futures at Moulay Ismail University - **Haytham ELAOUFY**
2. The Alien Intelligence Problem: Distributed Cognition, Non-Human Minds, and the Future of Human–AI Coexistence - **Assoc. Faculty Dr. Heather HENDERSON, Assoc. Faculty Dr. Truman SPRING**
3. The Role of Intercultural Social Work in Promoting Social Cohesion and Community Stability - **Ass. Professor Aikaterini Oikonomou, Ass. Professor Olga Katsiani**
4. From Reel to Real: Social Media Influenced Copycat Offenses in India - **Meghna Roy, Dr. Kavita Lama**
5. Development of second-generation agriculture and contribution to food self-sufficiency in Africa: the case of CIPRESA Consulting SARL - **Alima Laurent Jonas, Tieugue Kana Evariste**
6. Green Entrepreneurial Orientation and Environmental Performance: The Role of Green Innovation and Absorptive Capacity within Tunisian Firms - **PhD scholar and Researcher. Karima KASDALLAH, Associate professor. Amina OMRANE**
7. Perceptions of Pollution among Local Communities in the Mesurado Mangrove Forest, Liberia - **Leona Kebeh Cegbe, FOLEGA Fousseni, Ilseven Serken**
8. Lifestyle and Time-Use Profiles Across Age Groups in Morocco: A Principal Component Analysis - **PhD Researcher. Mohammed Hennach, PhD Researcher. Aguilal Abdelaziz, PhD Researcher. Echchoudany Rachid**
9. Fiscal Deficit Dynamics and Environmental Sustainability in Morocco: A Nonlinear ARDL Analysis - **PhD Researcher. Mohammed Hennach, PhD Researcher. Aguilal Abdelaziz, PhD Researcher. Echchoudany Rachid**

Meeting Room 1	Zoom Meeting Link for Room 1		
7 June 2026 Session 8	12:00-14:00	Moderator	Dr. Teena Singh Lecturer Sergio QUIROGA

1. SDG 16 & SDG 17 Based Policy Analysis Using Logistic Regression - **Pooja Gupta, Dr.Anuj Nain**
2. Exploring a Non- Linear AR(1) model with finite mixture of Gaussian Innovations - **Dr. Anuj Nain**
3. Prioritization of Leagile Supply Chain Enablers in the Indian Automobile Sector Using VIKOR-Based Multi-Criteria Decision-Making Approach - **Mr. Ankit Tripathi, Dr. Ashish Yadav, Dr. Teena Singh**
4. Sustainable Tourism Development in India: Opportunities & Challenges – **Dr. Ritu TALWAR, Vanshita Badola**
5. Digital HRM Practices and Employee Performance in the Indian Telecom Industry: The Role of Analytics and Automation - **Aaqib Danish, Dr Vikram Sandhu, Dr Sharif Mohd**
6. Industry 5.0 in Agrarian Societies and Pre-Industrial Economies: A case of Amhara Region - **Mequanint Birhan Alem**
7. Chalk Dust and Smoke Signals: When the State Teaches Itself How to be Praised - **Lecturer Sergio QUIROGA**
8. Digital Communication, Territorial Marketing, and Influencers in Tourism Promotion in San Luis, Argentina - **Lecturer Sergio QUIROGA**

Meeting Room 1	Zoom Meeting Link for Room 1		
7 June 2026 Session 9	14:00-15:30	Moderator	Prof. (Dr.) Nikhil V. Sangvikar Serhat Ademoğlu, PhD.c.

1. Digital Communication and Academic Integrity in Higher Education: Challenges and Strategies in the Age of AI - **Prof. (Dr.) Nikhil V. Sangvikar**
2. Household Adaptation Strategies in the Face of Urban Sanitation Challenges: The Case of the 7 éme Arrondissement of the 7 éme Arrondissement of N'Djamena (Chad) - **Laouna OUANG-YANG**
3. Human Capital Development and Green Industrialization in Sub-Saharan Africa: A Bidirectional Analysis - **Rayanguénéwendé Abdoul Kader Bouda, Tibi Didier Zoungrana**
4. Challenges of the System of Taxation and Distribution of Income in Albania - **Assosiate Professor Valbona Ribaj, MSc Rebeka Ribaj**
5. The Economic Impact of Labor Migration and Remittances on the Georgian Economy – **Dr. Valeri Mosiashvili, Mariami Banetishvili**
6. Artificial Agenthood as a Catalyst for Equitable Global Transformation: Reframing Peace and Sustainability in an Automated Age - **Dr. Mohammad Haseen AHMED**
7. Description of the Celestial Globe of Astronomical Equipment in The Works of Alisher Navai - **Saidbahrom X Azizov**
8. Spate Irrigation as a Climate-Resilient Strategy for Sustainable Agriculture and Food Security - **Iqtidar Hussain, Zuhair Hasnain**

CEO Congress Zoom Meeting Room 2

6 June 2026, Saturday

Meeting Room 2	Zoom Meeting Link for Room 2		
6 June 2026 Session 1	12:30-14:00	Moderator	Dr. Öğretim Üyesi Serap İnceöz Dr. Ayşe GÜNGÖR

1. Tekno-stres - **Öğr. Gör. Dr. Emin Ergun SELÇUK**
2. Eko-Turizmin Önemi ve Türkiye'nin Eko-Turizm Cazibe Merkezleri - **Dr. Öğretim Üyesi Serap İnceöz**
3. Turizm İşletmelerinde Stratejik İletişim ve Halkla İlişkiler Departmanının Önemi - **Dr. Öğr. Üyesi Ebru Kangal Erdem, Dr. Öğr. Üyesi Serap İnceöz**
4. Yol Medeniyet ve Savaş - **Dr. Mukadder GÜNERİ**
5. Hakikatin Dijital Krizi: Post-Truth Dönemde Sosyal Medya - **Doktora Öğrencisi Buşra KARADUMAN**
6. Pandemi Sonrası Dönemde Tedarık Zıncırlerında Dayanıklılık ve Sürdürülebilirlik - **Dr. Ayşe GÜNGÖR**

Meeting Room 2	Zoom Meeting Link for Room 2		
6 June 2026 Session 2	14:00-15:30	Moderator	Assoc. Prof. Dr. Alper Bahadır DALMIŞ Asst. Prof. Dr. Ömür KILINÇARSLAN

1. Tarım Şirketlerinde Sürdürülebilirlik ve Etik Sertifikalarının Yaygınlaşma Nedenleri: Kurumsal Kuram Perspektifi - **Asst. Prof. Dr. Ömür KILINÇARSLAN**
2. Sessiz İstifa Olgusunun Sektörler Arası Yayılımı ve Örgütsel Yansımaları - **Assoc. Prof. Dr. Alper Bahadır DALMIŞ, Lec. Ayşegül ASLAN**
3. Akıllı Telefon Bağımlılığının Çalışma Hayatına Yansımasının Yönetici Sosyotelizmi Bağlamında Değerlendirilmesi - **Turgut DUMAN, Prof. Dr. Muammer SARIKAYA**
4. Firmalar Açısından Katılım Bankacılığı Tercihinde Etkili Olan Faktörlerin Değerlendirilmesi; Batman İli Örneği - **Doç. Dr. Onur OĞUZ, Hüseyin EKİNCİ**
5. Yeni Ekonomik İlişkiler Koşullarında Risk Yönetiminin Teorik Temelleri - **Asst. Prof. Dr. Parviz RUSTƏMOV HACI OĞLU**
6. Karabağ Ekonomik Bölgesinde Şirketlerin Çeşitlendirme Stratejilerinin Oluşturulmasında İslam Etiğinin Yeri Ve Rolü - **Asst. Prof. Dr. Parviz RUSTƏMOV HACI OĞLU**

CEO Congress Zoom Meeting Room 2

7 June 2026, Sunday

Meeting Room 2	Zoom Meeting Link for Room 2		
7 June 2026 Session 3	09:00- 10:30	Moderator	Assoc. Prof. Dr. Sadık SERÇEK Dr. Lecturer Elif SAVAŞKAN

1. Dönüşümcü Liderliğin Örgütsel Sinizm Üzerindeki Rolü: Turizm İşletmeleri Perspektifinden Kavramsal Bir Değerlendirme - **Assoc.Prof.Dr. Arzu AKDENİZ**
2. Turizm Dayanıklılığı ve Sosyal Sermaye Literatürünün Entelektüel Yapısının Haritalanması: Örgütsel ve Yönetişimsel Bir Perspektif - **Assoc.Prof.Dr. Arzu AKDENİZ**
3. Rakamların Ötesinde Bir İletişim : Muhasebede Halkla İlişkilerin Stratejik Dönüşümü - **Yunus KARACA, Assoc. Prof. Dr. Sadık SERÇEK**
4. Dijital Çağda İletişim Dinamiklerinin Dönüşümü: Yüzeyselleşme mi, Yeni Bir Uyum Süreci mi? - **Ebru BARAN, Prof. Dr. Sadık Serçek**
5. Dijitalleşme ve Sürdürülebilirlik Arasında Stratejik Etkileşimin Yapay Zekâ Destekli Öngörüsü - **Dr. Lecturer Elif SAVAŞKAN**
6. Algoritmik Dönüşüm Çağında Yapay Zeka Kaygısı: Çalışan Davranışları Üzerine Kavramsal Bir Değerlendirme - **Dr. Öğr. Üyesi Gül ÇIKMAZ**
7. Dijital Stres, Bilişsel Esneklik ve İş Performansı Üzerine Bir Araştırma - **Işıl Deniz TOKER, Phd.**

Meeting Room 2	Zoom Meeting Link for Room 2		
7 June 2026 Session 4	10:30- 12:00	Moderator	Prof. Dr. Elnur Hasan MİKAİL Assoc. Prof. Dr. Hakan CORA

1. Kayıt Dışı Ekonomiyle Mücadelede Makine Öğrenmesi Tabanlı Risk Analitiği: Kaşif'e İlişkin Kamu Göstergeleri ve Usulî Güvence Tartışması - **Dr. Öğretim Üyesi Salahattin ALTUNDAĞ**
2. Atatürk'ün Eğitim, Siyasi ve Ekonomi Felsefe Anlayışı - **Prof. Dr. Nurhan AYDIN, Perihan AKSU**
3. Türkiye'de Kadınların Siyasal Katılımı: Tarihsel Gelişim, Yapısal Sorunlar ve Temsil Dinamikleri - **Prof. Dr. Serdar Kenan GÜL, Emel CAN**
4. Anavatana Bağlılık ve Uluslarötesi Aidiyet: Gürcistan'daki Borçalı Türkleri ve Azerbaycan Cumhuriyeti ile İlişkileri - **Prof. Dr. Elnur Hasan MİKAİL, Assoc. Prof. Dr. Hakan CORA**
5. İkinci Karabağ Savaşı Sonrası İşgalden Kurtarılan Topraklarda Şehirlerin Yeniden İnşası - **Assoc.Prof.Dr. Murteza HASANOĞLU, Research Assistant Ali TAGHIYEV**
6. Azerbaycanda Dijitalleşme ve Kamu Yönetimi Reformu: Fırsatlar ve Kısıtlar - **Shabnam Ibrahimova Ilham**

Meeting Room 2	Zoom Meeting Link for Room 2		
7 June 2026 Session 5	12:00-13:30	Moderator	Prof. Dr. Mehmet Nuri GÖMLEKSİZ Dr. Lecturer Leyla Dönmez BAYRAKCI

1. Öğrenme Güçlüğü Olan Ortaokul Öğrencilerinin Çizgi Roman Destekli Afet Eğitimine İlişkin Görüşleri - **Graduate Student Elif ŞEVRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI**
2. Üniversite Öğrencilerinin Afet Senaryolarında Gösterdikleri Davranışlarında Afet Kaygısının Rolü - **Graduate Student Elif ŞEVRAN, Dr. Lecturer Leyla Dönmez BAYRAKCI**
3. Ders Kitaplarında Su Okuryazarlığı - **Ülkü ÖZMEN, Dr. Öğr. Üyesi Leyla DÖNMEZ BAYRAKÇI**
4. İngilizce Hazırlık Sınıfı Öğrencilerinin Üretici Dil Becerilerine Yönelik Beklentileri: Nitel Bir İnceleme - **Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Tarık İNCE**
5. Üniversite Hazırlık Sınıfı Öğrencilerinin İngilizce Öğretimine İlişkin Görüşleri **Prof. Dr. Mehmet Nuri GÖMLEKSİZ, Tarık İNCE**
6. Takipteki Tarımsal Krediler, Gıda Enflasyonu ve Döviz Kuru Arasındaki Etkileşimin Analizi: Türkiye'den Kanıtlar - **Dr. Öğr. Üyesi Ömer KESKİN**

Meeting Room 2	Zoom Meeting Link for Room 2		
7 June 2026 Session 6	13:30-15:00	Moderator	Prof. Dr. Serdar Kenan GÜL Dr. Gülşen KIRPIK

1. Konaklama İşletmelerinde Stratejik Ortaklık Algıları, Psikolojik İyi Oluş ve Uyum Performansı İlişkisinde Psikolojik İklimin Aracı Etkisi - **Zemzegül ERSOY, Prof. Dr. Şevki ÖZGENER**
2. Otantik Liderlik ve Dijital Liderlik Yaklaşımlarının Karşılaştırmalı Analizi ve Teorik Entegrasyonu - **Buse ALTAK MERMİ**
3. Türkiye'de Çalışan Bağlılığı ve Refahının 2010–2025 Dönemindeki Eğilimleri: Gallup State of the Global Workplace Verileri Üzerinden Çok Boyutlu Analiz - **Samet Taşbaşı, Doç. Dr. Seher YASTIOĞLU**
4. Türkiye'de Afet Yönetimi: Mevcut Durum, Sorunlar ve Çözüm Önerileri - **Prof. Dr. Serdar Kenan GÜL, Büşra UYLUKÇUOĞLU**
5. Algılanan VUCA Maruziyetinin İyileştirilmesine Yönelik Serbest Eczacı Görüşlerinin Karma Yöntemle İncelenmesi - **Zeliha GÖVEZ, Dr. Gülşen KIRPIK**
6. Tek Kelimeyle Maneviyat: 6 Şubat Depremleri Sonrası Serbest Eczane Çalışanları Üzerine Bir İçerik Analizi - **İrem TÜKENMEZ, Dr. Gülşen KIRPIK**
7. Modüler Seyahat Giyimi: Sürdürülebilir ve İşlevsel Tasarım Yaklaşımı - **Alireza MOSLEMI, Dr. Öğr. Üyesi Bahar YILDIZ**

13th CEO Congress English Room

7 June 2026, Sunday

Meeting Room 1	Zoom Meeting Link for Room 1		
7 June 2026 Closing Session	16.00- 16.30	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. Lawrence Walambuka